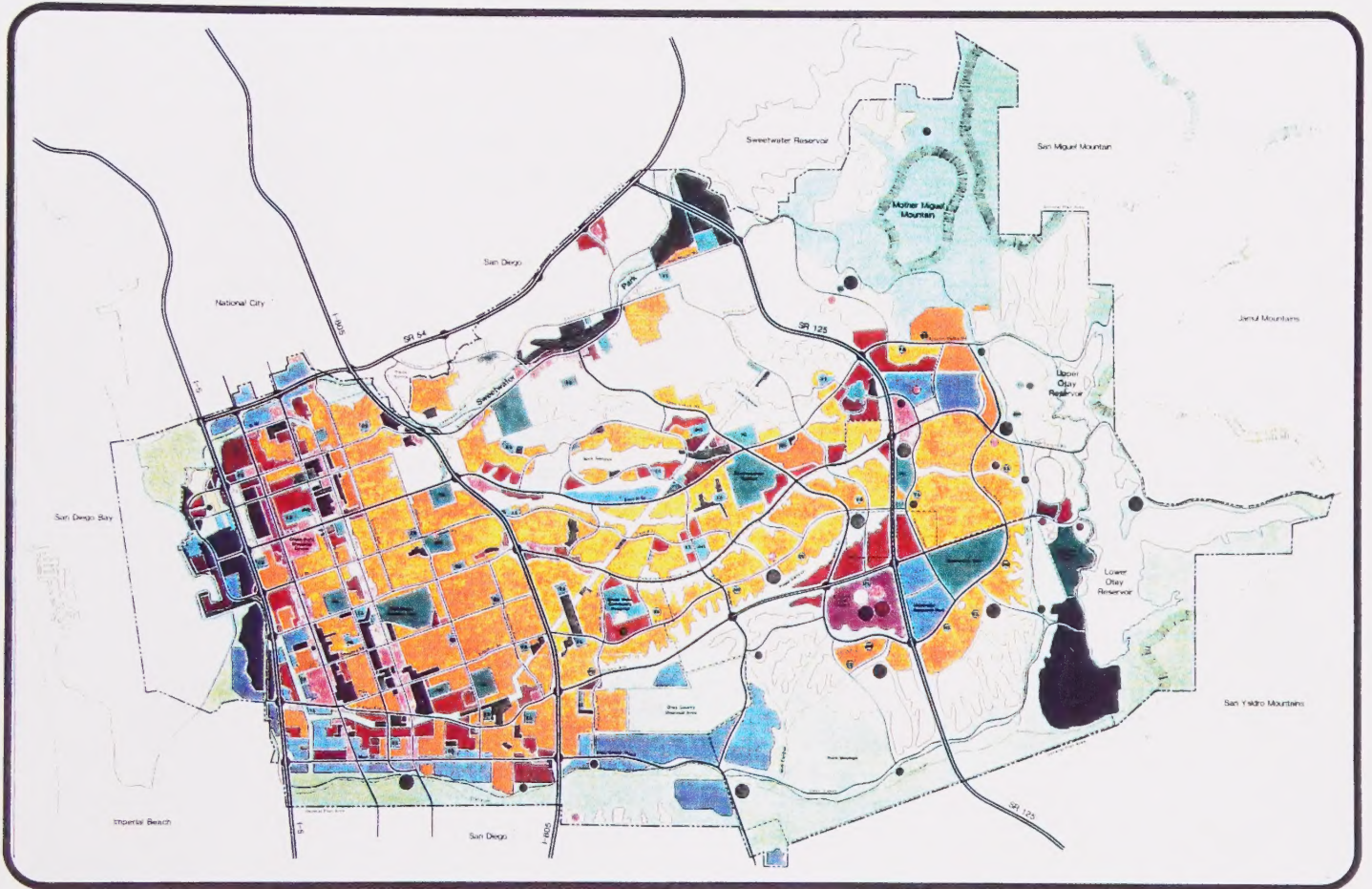


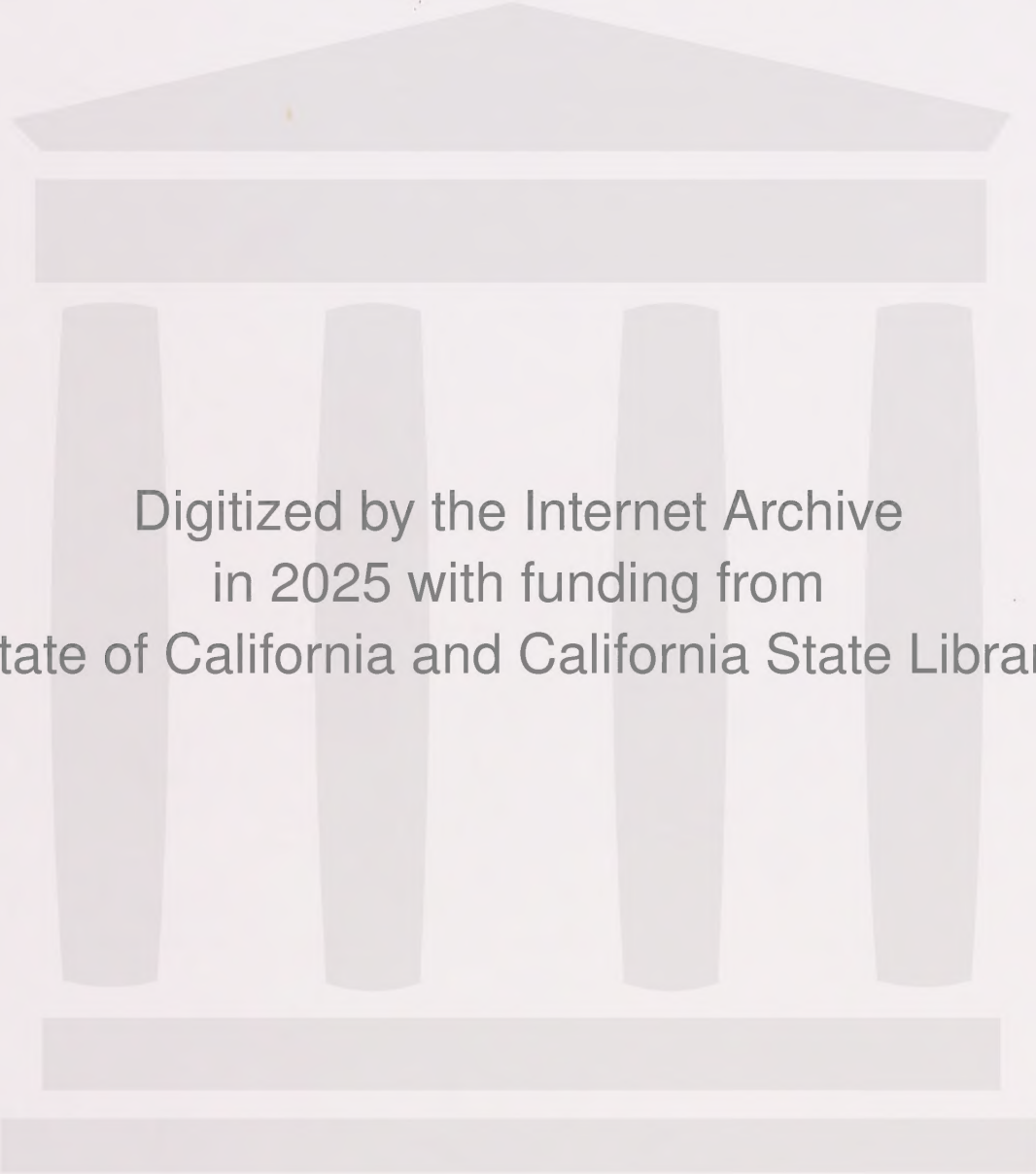
Growth Management Program



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CITY OF CHULA VISTA,
CALIFORNIA

GROWTH MANAGEMENT PROGRAM

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Adopted April 23, 1991

Resolution No. 16101

CITY OF CHULA VISTA GROWTH MANAGEMENT PROGRAM

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EXECUTIVE SUMMARY

Overview

The City of Chula Vista has looked comprehensively at issues dealing with development and the additional impacts it places on public facilities and services. The approval of the Threshold Ordinance and the General Plan update were the first steps in the overall process of addressing growth related issues. The second step in this process was the development and adoption of a specific Growth Management Element which set the stage for the creation of the Growth Management Program.

The Growth Management Program is the final component in the City's effort to create a comprehensive system to manage future growth. This program implements the Growth Management Element of the General Plan, and establishes a foundation for carrying out the development policies of the City by directing and coordinating future growth in order to guarantee the timely provision of public facilities and services. The primary area of focus of the Growth Management Program is east of I-805 where most of the remaining vacant land is located.

The Growth Management Program is divided into the following sections:

1. Introduction
2. Development Planning
3. Facilities
4. Development Phasing
5. Finance
6. Implementation
7. Appendices

Section 1, Introduction, begins by reviewing the goals and objectives of the General Plan and the Growth Management Element and describing how the program meets those goals and objectives. The Growth Management Oversight Commission's function is discussed and the annual responsibilities of the GMOC are outlined. After listing the thirteen facilities to be evaluated, the term threshold standard is defined.

Section 2, Development Planning, overviews the different community planning areas, describes the existing development process and the status of specific development projects for planning purposes.

Section 3, Facilities, contains a separate discussion or subsection for each of the eleven public facilities which has adopted threshold standards. Two additional facilities, Civic Center facilities and Corporation Yard have also been addressed. Each subsection follows the same basic format beginning with the goal, objective, threshold standard, implementa-

tion measure, project specific analysis section, service analysis, facility inventory (existing and future), a map illustrating the location of these facilities and a specific adequacy analysis section.

Section 4, Development Phasing, provides a description of the various components of the overall phasing policy, proposes specific development phasing policies and presents a development phasing forecast.

Section 5, Finance, begins with an overview, provides a discussion of the existing finance approaches currently used and lists the various methods available to finance public facility improvements.

Section 6, Implementation, summarizes the key components of implementation. This section describes threshold standards, facility master plans, project processing requirements, the development phasing policies/forecast, Growth Management Oversight Commission, pacing of development, prioritizing projects, information system, financial management and specifies the proposed finance policies and overviews the organizational structure necessary to operate this program.

Summary Findings

Figure 1 summarizes the most current status of the facilities in relation to threshold standard compliance as reported in the second annual report by the Growth Management Oversight Commission. This status report is consistent with the findings of the facility analysis contained in the Growth Management Program.

The facilities which currently have problems meeting the threshold standards are:

1. Libraries
2. Schools
3. Water

Each of these facility shortfalls is described in detail in the individual facility section of the report.

Figure 1 Threshold — Annual Review Summary

Threshold — Annual Review Summary*					
	Threshold Compliance Met	Statement of Concern to Responsible Agency to Achieve Compliance	Adopt and Fund Tactics to Achieve Conformance	Additional Information/Data Needed for Complete Verification	Threshold Change Recommended
1. Traffic	X				X
2. Police	X				
3. Fire & Emergency Medical Services	X				
4. Schools a. Elementary b. High School		X X			
5. Libraries			X		
6. Parks & Recreation	X				X
7. Water a. Sweetwater Authority b. Otay Water District		X X			
8. Sewer	X				
9. Drainage	X				
10. Air Quality		X			
11. Economics				X	X

*Taken from the *Review of the Draft Second Annual Growth Management Report for the City of Chula Vista* dated June 20, 1990.

Projected Facility Shortfall

Based upon the analysis contained in the update to the Eastern Chula Vista Transportation Phasing Plan, it has been determined that the demand for traffic facilities from approved final and tentative subdivision maps will exceed the capacity of the traffic network. This analysis takes into consideration the improvement conditions which have been placed on these projects. In addition, the demand from approved final and tentative subdivision maps will also trigger the threshold requirement for the construction of State Route 125. However, the development impact fees which will be collected for streets from these approved projects will not generate the funds required for this improvement.

Conclusion

The City is attempting to alleviate the current library facility shortfall and is working with both school districts and water districts to resolve the facility issues and plan for future facilities. The overall structure of the Growth Management Program and development process establishes a system which will facilitate the early exchange of information between the City, special districts and developers. This information will provide both the City and special districts with additional time to plan for the provision of and to construct new or upgraded facilities.

The implementation of the Growth Management Program will guarantee that facilities and services are available to meet the demands of new development. Development approvals will not be made unless these facilities can be guaranteed. By providing these facilities and services and monitoring future development activity, the quality of life can be maintained and improved in the City of Chula Vista.

The Growth Management Program and Growth Management Ordinance adoption will complete the City's overall structure to manage future growth. These documents carry out the goals and objectives of the General Plan and link the various operational systems within the City (planning, engineering, finance, etc.) necessary to effectively and progressively manage the City as it grows.

1. INTRODUCTION

INTRODUCTION

1.1 Purpose

The purpose of the Growth Management Program is to create and implement a system to meet the General Plan goals and objectives as well as the Growth Management Element goals and objectives. The Chula Vista Growth Management Program will implement the City's General Plan and Zoning Ordinance by ensuring that development occurs only when necessary public facilities and services exist or are provided concurrent with the demands of new development.

The preparation and implementation of this Program with an emphasis on the areas east of I-805, is intended to meet the goals, objectives and policies of the General Plan and specifically the Growth Management Element. The City Council approved the General Plan on July 11, 1989 by the adoption of Resolution No. 15176.

Goal 9 of the General Plan states that:

It is the goal of the City to monitor and direct its growth such that the quality of life in the City is maintained or improved.

Objective 27 of the General Plan is:

Establish a growth management system to assure that private development is coordinated with the provision of adequate public facilities and services.

April 17, 1990, the City Council adopted the Growth Management Element of the General Plan. The single goal of the Growth Management Element is,

To direct and coordinate growth and development policies in ways that not just maintain, but consistently endeavor to improve, the quality of life for the current and future residents of Chula Vista.

The six (6) objectives of the Growth Management Element cover the following:

1. Public Facilities and Services
2. Healthy Economy
3. Local and Regional Fair Share Housing Needs
4. Community Character and Identity
5. Open Space Resources
6. Regional Growth Management

The Growth Management Program is aimed at specifically meeting the action programs outlined for Objective 1 of the Growth Management Element adopted on November 1989, and as shown below. Additional action programs contained in the element will be met through other efforts.

Action Program 5.2

This Growth Management Element is the framework for the preparation of an implementation plan that will include guiding public facilities planning within the Chula Vista Planning Area for years to come.

Growth Management Response:

The Growth Management Program is the long range public facilities planning tool called for in the Growth Management Element.

Action Program 5.2.1

Complete Part II of the Growth Management Program, an effort already authorized by the City Council. That effort includes data collection, public facilities and infrastructure inventory and phasing analysis, public facilities and infrastructure financing, and program implementation. The main purpose of this effort will be three fold.

- a. To refine the transportation phasing plan and the permanent development impact fee program to create a more integrated and comprehensive set of phasing standards and financing methods to more fully respond to growth within the planning area.
- b. To refine the phasing of other public facilities including drainage and sewer.
- c. To assure that the phasing of residential development is responsive to other growth management goals, objectives and policies as stated herein.

Growth Management Response

The Transportation Phasing Plan update is underway and is scheduled for completion this year. The Development Impact Fee program will be updated following completion of the East Chula Vista Transportation Phasing Plan (ECVTPP) update. The ECVTPP update work program calls for testing various alternative facility based phasing scenarios to guide future growth.

Phasing of other public facilities such as drainage and sewer will be coordinated with the ECVTPP in the Growth Management Program.

The Growth Management Program will ensure that the phasing of residential and non-residential development is based upon continual adherence to the Quality of Life Threshold Standards as well as the other growth management goals, objectives and policies.

Action Program 5.2.2

Develop long-term infrastructure and public services plans for the City as a whole, and for each community, or other designated planning area based on the ultimate population for each.

Growth Management Response

The Growth Management Program calls for the development of long term infrastructure and public services plans to address the impacts from all development. The program calls for the early completion of a Facility Master Plan for each of the public facilities addressed where no master plan currently exists. Several master plans (schools, water) are under preparation and others (drainage, sewer, traffic, libraries, and fire stations) are already completed.

Action Program 5.2.3

Establish development construction timing and phasing schedules for all public and private large-scale projects in the Chula Vista Planning Area, with comprehensive and binding agreements for facilities and public services.

Growth Management Response

The Growth Management Program creates the system to establish the timing and phasing schedules for new projects east of Interstate 805 within the respective Public Facilities Finance Plan. Many large scale projects approved to date have binding development agreements for facility and public services.

Action Program 5.2.4

Until the above plan is complete and accepted by the City Council, all projects considered by the Council shall contain a condition requiring conformance to the plan. Existing approved projects may proceed on the basis of development agreements and public facility phasing plans as previously accepted by the City Council. The Planning Department, however, shall monitor the issuance of building permits and report their status to the City Council on a annual basis. Specific items to be addressed in that report shall be:

- a. Impact on SR 125 and other circulation element roads.
- b. Progress regarding terminal water storage facility requirements and the status of the Otay Water District allocation program.

Growth Management Response

Projects receiving tentative subdivision map approval have been conditioned to conform to the Growth Management Program. The Planning Department prepares annual reports on the status of public facilities addressed in the Threshold Standards, including circulation facilities, water storage facilities and the Otay Water District Allocation Program.

Action Program 5.3.2

Continue to refine the Growth Management Oversight Commission Thresholds so as to more clearly implement the thresholds on a localized basis. Also, expand thresholds to include the impact regional facilities may have on the development of projects within the planning area.

Growth Management Response

The Second Annual GMOC Report contains recommendations for the refinement of the following threshold standards, economics, parks and traffic. The refinements that modify the standard reflect the evaluation of more detailed measurements. This Growth Management Program recommends adding Civic Center Facilities and Corporation Yard to the public facilities to be addressed by the GMOC.

1.2 Threshold Standards

City Council Resolution No. 13346 approved eleven public facilities and services with related threshold standards and implementation measures, which were listed in a policy statement dated November 17, 1987 issued by the Growth Management Oversight Commission.

The eleven are:

- ▶ Traffic
- ▶ Police
- ▶ Fire/EMS
- ▶ Schools
- ▶ Libraries
- ▶ Parks and Recreation
- ▶ Water
- ▶ Sewer
- ▶ Drainage
- ▶ Air Quality
- ▶ Economics

During the development of the Growth Management Program two new facilities have been recommended to be added to the list:

- ▶ Civic Facilities
- ▶ Corporation Yard

Both of these facilities are needed because of continued growth in the City and the resultant increase in the need for services which are provided through these facilities. Although neither were part of the original Growth Management Oversight Commission list of services and facilities, they have been included in this report to aid in the establishment of operational benchmarks which will determine the phasing of land acquisition and the construction of these facilities.

Threshold standards are used to identify when new or upgraded public facilities are needed to mitigate the impacts of new development. Development approvals will not be made unless compliance with these standards can be met. These threshold standards have been prepared to guarantee that public facilities or infrastructure improvements will keep pace with the demands of growth. The adopted threshold standards for each facility are detailed in Section 3, under each specific facility section. The Growth Management Oversight Commission will continue to review threshold standards annually.

1.3 Growth Management Oversight Commission - Description

The memorandum accompanying the Threshold Standards adopted by the City Council on November 17, 1987 contains the following description of the GMOC role:

The purpose of the Growth Management Oversight Commission (GMOC), which is appointed by the City Council, is to provide an independent annual review of the effectiveness of the General Plan in regard to development and growth oriented issues; to make determinations in regard to the impact of development on the "quality of life" in Chula Vista, using the threshold criteria of this section; and to publish findings and make recommendations on same.

The annual responsibilities of the GMOC shall include the following:

1. Consider the eleven issues designated in this report on a city-wide basis and determine and/or recommend as appropriate using the following criteria:
 - a. Whether or not compliance with the adopted thresholds has been maintained on both a cumulative and project basis;
 - b. If each threshold is appropriate for its goal;
 - c. Whether any new threshold should be adopted for any issue; and
 - d. Whether any issues should be added or deleted to the thresholds analysis group.
 - e. Whether the City has been using fees and funds derived from developers for the intended purpose.

- f. Review and make any appropriate recommendations concerning the means of achieving the enforcement outlined.
2. The GMOC shall make and publish its findings and recommendations, including formal "Statements of Concern" when appropriate for such issues as water, schools, sewer, and air quality. The report shall be forwarded to the City Council via the Planning Commission for their action.
3. One possible result of the "threshold" process is that the construction of a public facility is required, therefore the work of the GMOC shall be completed by March 1 of each year, so that the conclusions can be integrated into the budget process in a timely manner. The City Manager shall ensure that this appropriate timing occurs.
4. For thresholds affecting Montgomery, the GMOC recommendations to the Planning Commission shall proceed via the Montgomery Planning Committee.
5. The role of the GMOC will be further clarified by policy statements by the City Council once the Growth Management Component of the General Plan is adopted. An annual report will be prepared and presented to the Planning Commission then forwarded to the City Council. This annual report will be used to summarize the overall effectiveness of the Growth Management Program, provide specific threshold standard information, recommend new or revised standards and recommend actions to be taken by the City Council.

The Growth Management Program describes additional responsibilities and review actions which will be taken by the GMOC when they reconvene to monitor the overall effectiveness of this program.

2. DEVELOPMENT PLANNING

DEVELOPMENT PLANNING

2.1 Purpose

The purpose of this section is to describe the community planning areas, the existing development review process and the status of development projects. It is the development of the various undeveloped parts of the City which creates the need for additional public facilities and services. The various land use types are described in the Chula Vista General Plan.

The projection of future land use in the Growth Management Program starts with the General Plan. A general estimate of buildout population was made during the preparation of the General Plan and is presented below:

Figure 2
Existing and Projected Population General Plan Area, 1988

<u>Planning Area</u>	<u>July 1988 Population</u>	<u>Target Buildout Population</u>	<u>Change</u>
Central Chula Vista and Bayfront	50,500	53,500	3,000*
Montgomery	46,900	49,800	2,900
Sweetwater	34,600	48,700	14,100
Eastern Territories	<u>7,400</u>	<u>57,600</u>	<u>50,200</u>
Total	139,400	209,600	70,200

Source: City of Chula Vista, Land Use Inventory; P&D Technologies

* The increase in population for the Central Chula Vista & Bay Front Areas was calculated using the potential development of vacant land only. Consideration of redevelopment potential or the development of under utilized property were not included in this calculated increase.

2.2 Community Planning Areas

The City is separated into five community areas; Bayfront, Montgomery/Otay, Central Chula Vista, Sweetwater and Eastern Territories. They are depicted on Figure 3.

The following is a description of the location and general character of each of the five community planning areas taken from the City of Chula Vista General Plan.

Central Chula Vista

The Central Chula Vista Community Planning Area contains approximately 4,040 acres, and comprises the northwestern quadrant of the city bounded by Interstate 5 on the west, National City limits on the north, Interstate 805 on the east, and "L" Street on the south.

The Central community is a developed area encompassing a majority of the oldest portions of the City. Its make-up is approximately one-half residential, a fifth commercial, industrial, and institutional uses (including parks), and the remainder streets and freeways. It is the core of the City and includes the Civic Center, Central Library, Police Headquarters, the Town Centre commercial/office area, and the many of the city's traditional single family neighborhoods.

Montgomery/Otay

The Montgomery Community Planning Area is approximately 2,304 acres located in the southwesterly part of Chula Vista. It lies within an area generally bounded by Interstate 5 on the west, "L" Street on the north, Interstate 805 on the east and the Otay River Valley on the south.

The Montgomery/Otay Community is also developed, and comprised primarily of the lands governed by the Montgomery Specific Plan, which were annexed from the County in 1985. The area is predominantly residential with a typical mix of type and densities. Significant commercial strips comprised mainly of small businesses exist along Third Avenue and Broadway. An established industrial area is located in the southern and western portions of the community along Main Street and Industrial Boulevard. The Otay River Valley, which forms the southern boundary, is a major component of the Chula Vista Greenbelt and the proposed Otay Valley Regional Park.

Sweetwater

The Sweetwater Community Planning Area contains approximately 8,000 acres and is bordered by Highway 54 on the north, Interstate 805 on the west, and Telegraph Canyon Road on the south. The eastern community boundary roughly follows Corral Canyon Road and the city boundary lines near the proposed State Route 125.

The Sweetwater Community contains a variety of residential uses, both in the City and in the unincorporated area of Bonita. It encompasses the master planned communities of Rancho Del Rey and EastLake I, which contains residential, commercial, and industrial uses. The Bonita Valley is a semi-rural equestrian oriented residential community with lots averaging between one-half and one acre,

and is bisected by the Sweetwater River which is designated as a regional park. The commercial centers and some strip uses along Bonita Road provide shopping and services.

Eastern Territories

The Eastern Territories Planning Area is the largest of the communities, encompassing approximately 23,700 acres. It is generally bounded by Sweetwater Reservoir and Mother Miguel Mountain on the north, the Jamul Mountains and the Otay Reservoirs on the east, the Otay River on the south, and Interstate 805 on the west.

While some existing single family residential neighborhoods, the Chula Vista Community Hospital, and the Otay Valley industrial area lie to the east of I-805, approximately 11,400 acres contain undevelopable reservoirs, mountains, canyons, and flood plains. The remaining 11,200 developable acres are planned for primarily residential uses under the EastLake and Otay Ranch Master Plans.

Bayfront

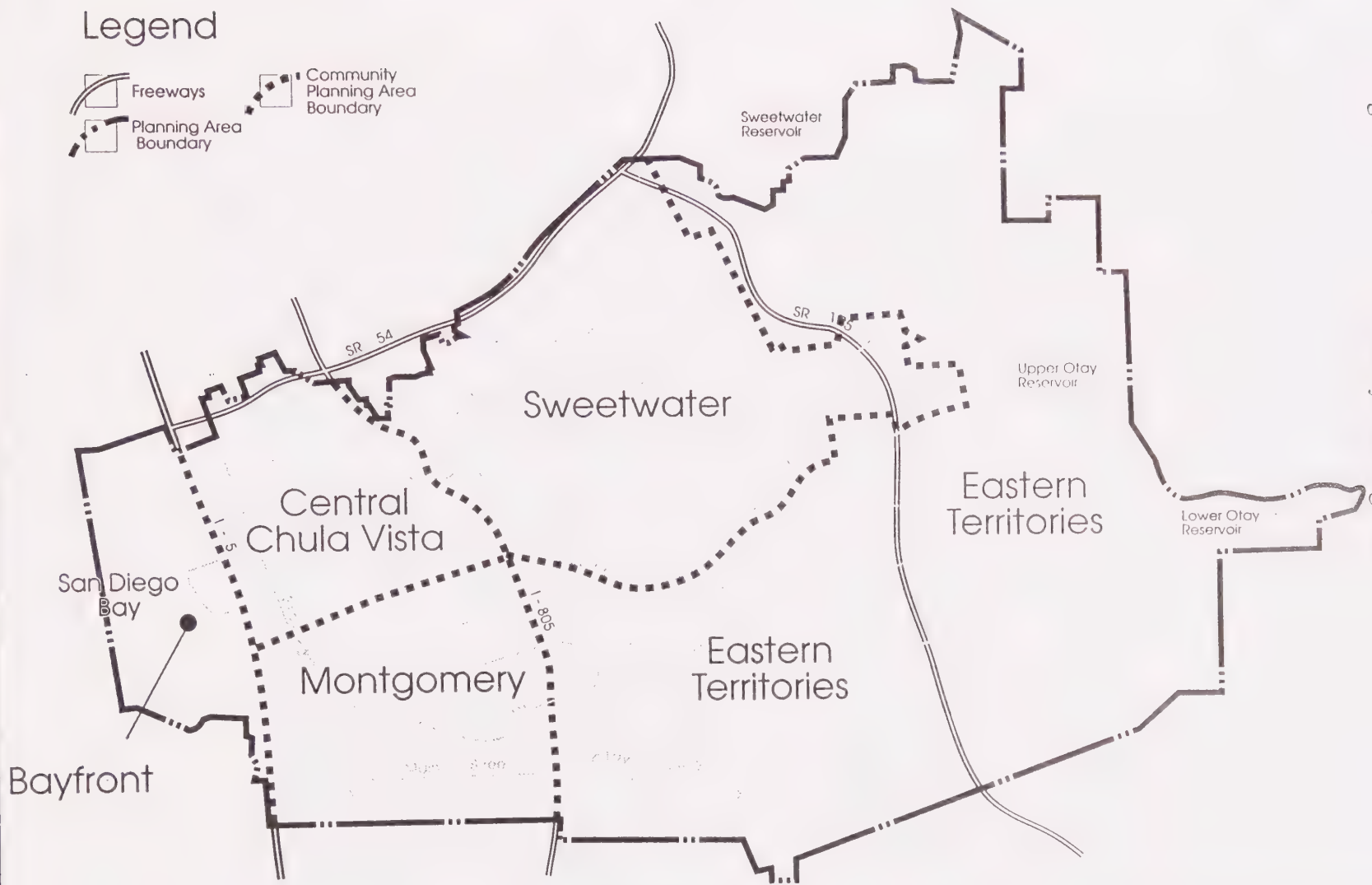
The Bayfront Community Planning Area is bordered by Interstate 5 on the east, the SDG&E South Bay Power Plant and city limits on the south, the city limit on the west and the Sweetwater Flood Control Channel on the north and consists of approximately 924 acres.

The Bayfront area is targeted for redevelopment of a quality which will contribute to the vitality and use of the area. As a water-oriented focal point for the entire city, with an emphasis on public recreation, tourism, and conservation the Bayfront will emerge as the premier waterfront experience in the South Bay.

2.3 Existing Development Process

The City of Chula Vista has a multi-stage development review process. A property owner typically begins the development process by preparing and filing an application for pre-zoning the property. The City usually applies the Planned Community Zone to the master planned project. This zone contains a master plan process consisting of a General Development Plan (text and map) followed by a more detailed Sectional Planning Area Plan (SPA Plan) and Public Facilities Finance Plan.

Figure 3 Community Planning Areas



Note: All locations are approximate.

Community Planning Areas

Growth Management Program City of Chula Vista, California

Willdan Associates • Development Design Services

North
0 3000' 6000'
July 1990

Following the General Development Plan, Sectional Planning Area Plan/Public Facilities Finance Plan actions, the property owner files a tentative subdivision map application to subdivide the property. Once the conditions of approval on the tentative subdivision map are established by the City Council, the property owner may request that the City consider approval of a Development Agreement. The Development Agreement is a voluntary option for both the City and the property owner.

Currently the City has development agreements for three projects which have final map approval. These include EastLake I - Hills and Shores, Rancho Del Rey I and EastLake II - Greens. There is also a more general agreement for EastLake III - Woods and Vistas.

The final subdivision map preparation and approval by the City Council represents the culmination of the planning portion of the development process. Following recordation of the final subdivision map and compliance with the conditions of approval, the property is ready for development. Development consists of grading, payment of fees and construction of private improvements and the public improvements specified by the City Council.

2.4 Status of Development Projects

The status of development projects is often referred to as the "development pipeline." The pipeline includes the number of projects in various stages of the approval process. Figure 4 is a summary of the development pipeline which shows where different proposals are in the development approval process. For those projects with final maps only the number of dwelling units and non-residential acreage shown on the final map is listed. For all other levels of approval, the approved and/or proposed dwelling units and non-residential acres are shown. Figure 6 shows these projects in pictorial form, and depicts their stage of approval.

As can be seen on Figure 4, the number of residential units with approved final subdivision maps and tentative subdivision maps totals 8,118. The approved projects have been conditioned by the City Council to comply with the Transportation Phasing Plan and subsequent updates, through the adoption of a Sectional Planning Area Plan and Public Facilities Finance Plan. In addition to all required fees, these projects are required to pay the Development Impact Fee for Street Facilities and the Development Impact Fee for Public Facilities.

Figure 4
Status of Development Projects

<u>Approved Final Maps¹</u>	<u>Residential Dwelling Units</u>	<u>Industrial Acres</u>	<u>Commercial Acres</u>
Rancho Del Rey I	1,310	76.2	6.6
EastLake I	16	66.0	34.2
Ladera Villas	29		
Terra Nova	86		
Woodcrest S.W.	54		
Canyon View	40		
Subtotal	1,535	142.2	40.8
<u>Approved Tentative Maps</u>			
Rancho Del Rey II	567		
Salt Creek I	538		
EastLake Greens	2,774		19.6
Sunbow	1,946	46.0	10.0
Village Center (E.L.I.)	405		
Montillo	353		
Subtotal	6,583	46.0	29.6
<u>Approved Sectional Planning Area Plan</u>			
Olympic Training Center ²			
<u>Approved General Development Plans</u>			
EastLake Trails	1,260		
Rancho Del Rey III	1,380		
EastLake III (Woods/Vistas)	1,767	102.6	25.0
Subtotal	4,407	102.6	25.0
<u>Pending Projects (Not Approved)</u>			
Rancho San Miguel	1,727		16.0
Salt Creek Ranch	3,644		
EastLake IV	452		
Otay Ranch (western parcel)	30,609	857.0	568.0
Bonita Meadows	300		
Subtotal	36,732	857.0	568.0
TOTAL	49,257	1,147.8	663.4

¹ The number of dwelling units shown for approved Final Maps are those remaining to be pulled as of 1-1-90.

² The OTC does not require a Tentative Map. The approval includes 300 beds for athletes.

Legend



Potential Development

Growth Management Program

City of Chula Vista, California

Willdan Associates, • Development Design Services



3. FACILITIES

FACILITIES

3.1 Overview

This section contains thirteen separate subsections for each facility addressed by this report. Of the thirteen, eleven have adopted threshold standards. Two new facilities, Civic Center and Corporation Yard have been added and reviewed.

Each subsection begins by restating the existing threshold policy. It provides the goal, objective, threshold standard and implementation measures.

Following this information a description is provided of the current master plan or documents which are being used to determine facility adequacy.

Added to this report is a set of project processing requirements for each of the thirteen facilities which follows the various stages of approval from the development review process. This establishes specific requirements for evaluating the project consistency with the threshold ordinance at various stages (General Development Plan, Sectional Planning Area Plan/Public Facilities Finance Plan, Tentative Map, Final Map and Building Permit) in the development review process. It is recommended that these project processing requirements be adopted as part of the overall threshold standard for each of these facilities.

A service analysis section is included which identifies the service provided for each facility. A facilities inventory is included for existing and future facilities. This facilities inventory is illustrated on a map which provides the approximate location of each facility.

Each subsection concludes with an adequacy analysis discussion. This provides a determination of whether or not the threshold standard is being met.

3.2 TRAFFIC

3.2 Traffic

3.2.1 Existing Threshold Policy

Goal

1. To provide and maintain a safe and efficient street system within the City of Chula Vista.
2. To establish a performance measurement methodology enabling the City to accurately determine existing levels of service for motorists.
3. To define a level of service value that represents a high quality of traffic flow under constrained operating conditions during peak periods of traffic activity.
4. To establish a performance standard which is consistent with the Regional Growth Management Standards.
5. To maintain consistency in terms of LOS ratings between the previous Intersection Capacity Utilization (ICU) methodology and the 1985 Highway Capacity Manual (HCM) methodology.

Objective

1. Ensure timely provision of adequate local circulation system capacity in response to planned growth, maintaining acceptable levels of service (LOS).
2. Plan new roadway segments and signalized intersections to maintain acceptable standards at buildout of the General Plan - Circulation Element.

Threshold Standard

1. City-wide: Maintain LOS "C" or better , as measured by observed average travel speed on all signalized arterial segments except that during peak hours a LOS of "D" can occur for no more than any two hours of the day.
2. West of Interstate 805: Those signalized intersections which do not meet the standard above may continue to operate at their current (year 1991) LOS, but shall not worsen.

Notes to Standards:

1. Arterial segments LOS measurements shall be for the average weekday peak hours, excluding seasonal and special circumstance variations.
2. Urban and suburban arterials are defined as surface highways having signal spacing of less than two miles with average weekday traffic volumes greater than 10,000 vehicles per day.

Arterial segments are stratified into three classifications:

Class I arterials are roadways where free flow traffic speeds range between 35 mph and 45 mph and the number of signalized interactions per mile are less than four. There is no parking and there is generally no access to abutting property.

Class II arterials are roadways where free flow traffic speeds range between 30 mph and 35 mph, the number of signalized intersection per mile range between four and eight, there is some parking and access to abutting properties is limited.

Class III arterials are roadways where free flow traffic speeds range between 25 mph to 35 mph and the number of signalized intersections per mile are closely spaced. There is substantial parking and access to abutting property is unrestricted.

3. The LOS measurements of arterial segments at freeway ramps shall be a growth management consideration in situations where proposed developments have a significant impact at interchanges.
4. Circulation improvements should be implemented prior to anticipated deterioration of LOS below established standards.
5. The criteria for calculating arterial LOS and defining arterial lengths and classifications shall follow the procedures detailed in Chapter 11 of the 1985 Highway Capacity Manual (HCM) and shall be confirmed by the City Traffic Engineer.

6. During the conduct of future Traffic Monitoring Program field surveys, intersections, experiencing significant delays will be identified. The information generated by the field surveys will be used to determine possible signal timing changes, geometric and/or traffic operational improvements for the purpose of reducing intersection delay.
7. Level of service values for arterial segments shall be based on the following table:

<u>Average Travel Speed (MPH)</u>			
<u>Level of Service</u>	<u>Class 1</u>	<u>Class 2</u>	<u>Class 3</u>
A	> 35	> 30	> 25
B	> 28	> 24	> 19
C	> 22	> 18	> 13
D	> 17	> 14	> 9
E	> 13	> 10	> 7
F	< 13	< 10	< 7

Source: *Highway Capacity Manual, Special Report 209, Transportation Research Board, National Research Council, Washington D.C., 1985.*

Implementation Measure

Should the GMOC determine that the Threshold Standard is not being satisfied, then the City Council shall, within 60 days of the GMOC's report, schedule and hold a public hearing for the purpose of adopting a moratorium on the acceptance of new tentative map applications, based on all of the following criteria:

1. That the moratorium is limited to an area wherein a causal relationship to the problem has been established; and,
2. That the moratorium provides a mitigation measure to a specifically identified impact.

Should a moratorium be established, the time shall be used to expeditiously prepare specific mitigation measures for adoption which are intended to bring the condition into conformance.

3.2.2 Facility Master Plan

The Circulation Element of the General Plan serves as the overall facility master plan. Additionally, the City prepared an "East Chula Vista Transportation Phasing Plan" last year which provides additional information relevant to the phasing of development and necessary improvements required in the area east of Interstate 805. This detailed Transportation Phasing Plan is currently being updated and provides additional information to determine compliance with the threshold standard.

3.2.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Identify total traffic demand by land use.
2. Test traffic demand on buildout circulation network.
3. Provide project traffic distribution splits.
4. Determine compliance with General Plan.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Identify phased traffic demand and demonstrate compliance with the "East Chula Vista Transportation Phasing Plan".
2. Identify on-site and off-site impacts and improvements by phase of development.
3. Provide cost estimates for all improvements.
4. Identify whether improvements are interim or full buildout.
5. Propose finance methods for each improvement.

Tentative Map

1. Conditions to dedicate the ultimate right-of-way for on-site and off-site improvements.
2. Conditions for required improvements by phase of development.

Final Map

1. Implement conditions.
2. Provide funding.

Building Permits

1. Pay traffic signal fees.
2. Pay Street Development Impact Fees (DIF) or construct roadways and receive credit for DIF circulation streets in accordance with appropriate finance policies. (On site roads constructed with appropriate phase of development).
3. The construction of sewer and water lines must be coordinated with the timing of street construction.

3.2.4 Service Analysis

The City of Chula Vista through the Public Works Department is responsible for ensuring that traffic improvements are provided to maintain a safe and efficient street system within the City. Through project review City staff ensures the timely provision of adequate local circulation system capacity in response to planned development while maintaining acceptable levels of service. Planned new roadway segments and signalized intersections will maintain acceptable standards at the buildout of the City's general plan and circulation element.

The traffic threshold standard will be analyzed by the following:

1. LOS measures shall be for the average weekday peak hour, excluding seasonal and special circumstance variations.
2. The measurement of LOS shall be by the 1985 Highway Capacity Manual (HCM) method of calculation, using the City's published circulation element design standards.
3. Intersection of City arterials with freeway ramps shall be a consideration in situations where proposed developments have a significant impact at interchanges.
4. Circulation improvements shall be implemented prior to anticipated deterioration of LOS below established standards.

Circulation Street Inventory

The current circulation system is depicted on Figure 8 and the buildout circulation system is depicted on Figure 9. Figure 7, numbers 1 through 22, lists the proposed four lane major streets and larger which are included in the 1990 Development Impact Fee.

Figure 7
Circulation Street Inventory

<u>Proposed Streets</u>	<u>Location</u>	<u>Estimated Cost</u>
1. State Route 125 North	San Miguel to Telegraph Canyon Road	\$ 8,858,700
2. State Route 125 South	Telegraph Canyon Road to Orange Ave	2,363,800
3. Telegraph Canyon Rd	Paseo Del Rey to east of Paseo Ladera	1,723,000
4. Telegraph Canyon Rd	Interstate 805 Interchange/Phase II	967,500
5. Telegraph Canyon Rd	Phase I Rutgers Rd to EastLake boundary	4,174,800
6. Telegraph Canyon Rd	Phase III Apache Dr to Rutgers Rd	4,258,600
7. East "H" Street	Interstate 805 Interchange Modifications	2,638,000
8. East "H" Street	EastLake Dr to State Route 125	1,052,700
9. Otay Lakes Road	Telegraph Canyon Rd south to DIF Boundary	1,096,500
10. Bonita Road	Otay Lakes Road to Central Avenue	645,000
11. Bonita Road	Central to San Miguel	704,400
12. San Miguel Road	Bonita to State Route 125	2,516,600
13. East "H" Street	State Route 125 to San Miguel	1,251,300
14. East "H" Street	San Miguel to Hunte Parkway	6,192,000
15. Orange Avenue	Oleander to eastern DIF Boundary	2,709,000
16. Palomar Street	Oleander to eastern DIF Boundary	5,934,000
17. Telegraph Canyon Rd	Eastern boundary of EastLake I to Hunte Parkway	5,160,000
18. EastLake Parkway	Telegraph Canyon Rd to southern boundary	5,005,200
19. Hunte Parkway	East "H" Street to Telegraph Canyon Road	3,378,600
20. Hunte Parkway	Telegraph Canyon Road to Orange	4,211,900
21. Orange Avenue	EastLake to Hunte Parkway	3,096,000
22. Paseo Ranchero Rd	Telegraph Canyon Rd to southern boundary	3,405,600

There are additional circulation element streets that will be added in future updates.

Figure 8 Existing Circulation

Figure 9 Future Circulation System

3.2.5 Adequacy Analysis

The City of Chula Vista monitors and controls traffic improvements through a number of mechanisms. In 1989, the City authorized preparation of a comprehensive Transportation Phasing Plan for eastern Chula Vista (ECVTPP). The City also recently completed a comprehensive traffic monitoring report. At the present time, the ECVTPP is being updated.

Based upon the 1990 GMOC Report, the City Council adopted a new traffic monitoring methodology to replace the Intersection Utilization (ICU) method. The new methodology is the 1985 Highway Capacity Manual (HCM) method and was adopted by Resolution No. 16402 on November 5, 1991, 1991. All future projects will be evaluated in accordance with the HCM methodology.

Each year, the GMOC will review the City's street system operations for conformance to the levels of service contained in the traffic threshold standard utilizing the HCM methodology. This annual review will be in addition to the evaluation performed on individual projects as part of the environmental review process.

Eastern Chula Vista Transportation Phasing Plan - Summary

As indicated, the City analyzes traffic with both the monitoring program and the Eastern Chula Vista Transportation Phasing Plan (ECVTPP) information.

The first ECVTPP, which was prepared in June 1989, serves as the City's master plan for phasing street improvements in the eastern portion of the City. This plan projects the allowable levels of development which can occur in the eastern territories of the City prior to making specific street improvements. It also identifies the various improvements necessary to maintain an acceptable level of service on the circulation system.

The key facility need identified in the first ECVTPP is the future construction of SR 125. Cumulative development, approximately 9,100 EDUs, will necessitate the construction of this critical north-south roadway before additional development of the eastern portion of the planning area can occur.

The ECVTPP identifies future needs for facilities based upon development projections and identifies thresholds that will require new or improved facilities

to be constructed in response to development. This phasing plan enables the city and property owners to plan for financing of needed facilities and provides an "early warning" system for future improvements. It provides notification to other public agencies when development is expected to occur that will create additional demands for other public facilities and services. The ECVTPP is currently being updated to reassess and evaluate projected traffic from new development. The initial findings of this updated study are discussed under ECVTPP update.

ECVTPP Update

In order to prepare an updated ECVTPP, it was necessary to validate the travel forecast model. This calibration was accomplished by beginning with the City of Chula Vista's 1987 Travel Forecast Model which was used for the Circulation Element of the General Plan. Then, the City's existing land use information from 1987 to 1990 was updated by Traffic Analysis Zone (TAZ). The roadway network and all intersections within the Eastern Territories were surveyed to document 1990 conditions. The 1987 SANDAG roadway data file was then updated to correspond to observed 1990 roadway characteristics. A series of 1990 travel forecasts was prepared until the travel forecast projected daily traffic volumes which were consistent with 1990 observed ground counts in the Eastern Territories.

The preliminary phasing of development for purposes of testing the ability of the roadway system to operate within the limits established by the threshold standard was conducted initially using two approaches. The first, combined all projects with approved final and tentative subdivision maps into an "approved" category of development. The second, used the projected phasing of development based upon input received from the development community regardless of the entitlement status.

Roadway System Performance Testing

Following the travel forecast model validation, the roadway system was tested based upon the land use phasing information and approaches described above.

The first test of the roadway system used the "approved" projects, those with approved final and tentative subdivision maps. The existing roadway conditions and programmed improvements contained in the conditions of approval for these projects as well as the Capital Improvement Budget improvements were incorporated to the roadway network. The SANDAG 1995 Series 7 land use forecast and street network assumptions were used for areas outside of the City of Chula Vista.

At least one intersection is projected to fail in maintaining compliance with the City's adopted threshold standard. This intersection is Telegraph Canyon Road / Crest Drive / Oleander Avenue. A second intersection, East "H" Street / Hidden Vista/Terra Nova Shopping Center main entrance, is projected to be at or near the level of service which fails to meet the adopted threshold standard. These intersections will need close monitoring to ensure conformance with the threshold standard is maintained.

It should be noted that the projected daily traffic volumes in the ECVTPP update may exceed those shown in the Circulation Element of the General Plan. This is due to enhanced geometrics at intersections which reflect the functional capacity of roads as opposed to the planning level of analysis performed in the General Plan. The Circulation Element Level of Service C volumes are generalized in nature and do not incorporate the special enhancements (such as additional turning lanes) at key intersections throughout the City.

The second test of the roadway system used the phasing projections provided by the development community regardless of the level of entitlement received. The existing roadway conditions and programmed improvements contained in the conditions of approval for these projects as well as the Capital Improvement Budget improvements were incorporated in the roadway network. The SANDAG 1995 Series 7 land use forecast and street network assumptions were used for areas outside of the City of Chula Vista.

Travel forecasts were performed for the years 1994 and 1995 based on developer supplied phasing assumptions. Both of these forecasts assumed Otay Ranch development of the western parcel which is south of Telegraph Canyon Road based upon their submitted development application.

The 1994 forecast projects a potential failure at East H Street / Hidden Vista / Terra Nova Shopping Center main entrance. The forecast identifies this intersection to be at or near the threshold standard. Close monitoring is needed to ensure conformance with the threshold standard. The 1995 forecast again projected the same potential problem at East H Street / Hidden Vista / Terra Nova Shopping Center main entrance as well as projecting that Telegraph Canyon Road / Crest Drive / Oleander Avenue and East Orange Avenue / Oleander Avenue will both fail to meet the adopted performance standard.

Additional Network Testing

Additionally, an interim four lane at grade expressway facility for State Route 125 from East Orange Avenue north to State Route 54 was tested to determine if it would relieve the traffic congestion identified in both earlier roadway tests.

This improvement included signalized intersections with standard configurations at East Orange Avenue, Telegraph Canyon Road, East H Street, San Miguel Road and an interchange at State Route 54.

In summary, an interim facility along State Route 125, as described above, would not provide mitigation in either case for the overall roadway network. In this configuration, State Route 125 does relieve some traffic congestion near Interstate 805, however, due to the attractiveness of this facility a large volume of traffic is shifted away from other roadway facilities. The shifting of this traffic volume creates a failure to maintain compliance with the threshold standard at the at-grade intersections along State Route 125.

3.2.6 Summary and Recommendations

Presently, the circulation system is working in conformance with the threshold standard. Those initial improvements identified in the original ECVTPP are being planned and constructed.

The original ECVTPP projected that by increment 5, (or 9,100 dwelling units, 172 acres of industrial and 85 acres of commercial development), it would be necessary to construct State Route 125 as a 4 lane freeway from Telegraph Canyon Road, north, to State Route 54.

The update to the ECVTPP is projecting that, based upon demands generated from projects with approved final and tentative subdivision maps, the total traffic generation is approaching the threshold requirement for State Route 125. The threshold for the construction of SR 125 which was first presented in the original ECVTPP has been validated as part of the update to the original study.

A review of the proposed development which will take place prior to the need for State Route 125 and the fees which are to be collected for circulation improvements from these projects indicates that insufficient funds will be available to make the necessary State Route 125 improvements.

It is recommended that the City Council direct staff to undertake a specific study to determine the appropriate improvements required to be made in the State Route 125 corridor and to present to the City Council for adoption a guaranteed funding program for these improvements which also resolves the construction timing issues.

The study will focus on identifying whether an interim facility could be constructed which would meet the threshold standard and be financially feasible

prior to the construction of the ultimate State Route 125 facility. An interim facility may include enhanced geometrics at various at-grade intersections, such as additional through lanes, free right turn lanes, dual left turn lanes or some combination of these types of enhancements. The study will also consider the effects of providing connections to various roadway segments such as East Orange Avenue. A consideration for financing of this improvement will include the toll road privatization concept.

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3.3 POLICE

3.3 Police

3.3.1 Existing Threshold Policy

Goal

To maintain or improve the current level of police service in the City of Chula Vista.

Objective

Ensure that police staff, equipment, and training levels are adequate to provide police service at the desired level throughout the City.

Threshold Standard

- A. Emergency response: properly equipped and staffed police units shall respond to 84 percent of "Priority One" emergency calls within 7 minutes and maintain an average response time to all "Priority One" emergency calls of 4.5 minutes or less.
- B. Respond to 62 percent of "Priority Two Urgent" calls within 7 minutes and maintain an average response time to all "Priority Two" calls of 7 minutes or less.

Implementation Measure

Should the GMOC determine that the Threshold Standard is not being satisfied, then the City Council shall, within 60 days of the GMOC's report, schedule and hold a public hearing for the purpose of adopting a moratorium on the acceptance of new tentative map applications, based on all of the following criteria:

- 1. That a moratorium provides a mitigation measure to a specifically identified impact.

Should a moratorium be established, the time shall be used to expeditiously prepare specific mitigation measures for adoption which are intended to bring the condition into conformance.

3.3.2 Facility Master Plan

Police Facilities are addressed in *A Master Plan for the Chula Vista Civic Center Solving City Space Needs Through Year 2010*, dated May 8, 1989.

3.3.3 Project Processing Requirements

The police threshold is reviewed by staff, along with monitoring reports prepared on a quarterly basis. An annual report is presented to the Growth Management Oversight Commission for review and determination of compliance with the threshold standard. Development activity reports are provided from the Planning Department to the Police Department to keep them abreast of the future timing and location of projects.

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. All projects shall include a facility review as part of CEQA.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Services reviewed consistent with proposed phasing of the project.
2. Demonstrate conformance with *A Master Plan for the Chula Vista Civic Center*, May 8, 1989.

Tentative Map

1. Project adequate police services.

Final Map

1. Confirm adequate services.

3.3.4 Service Analysis

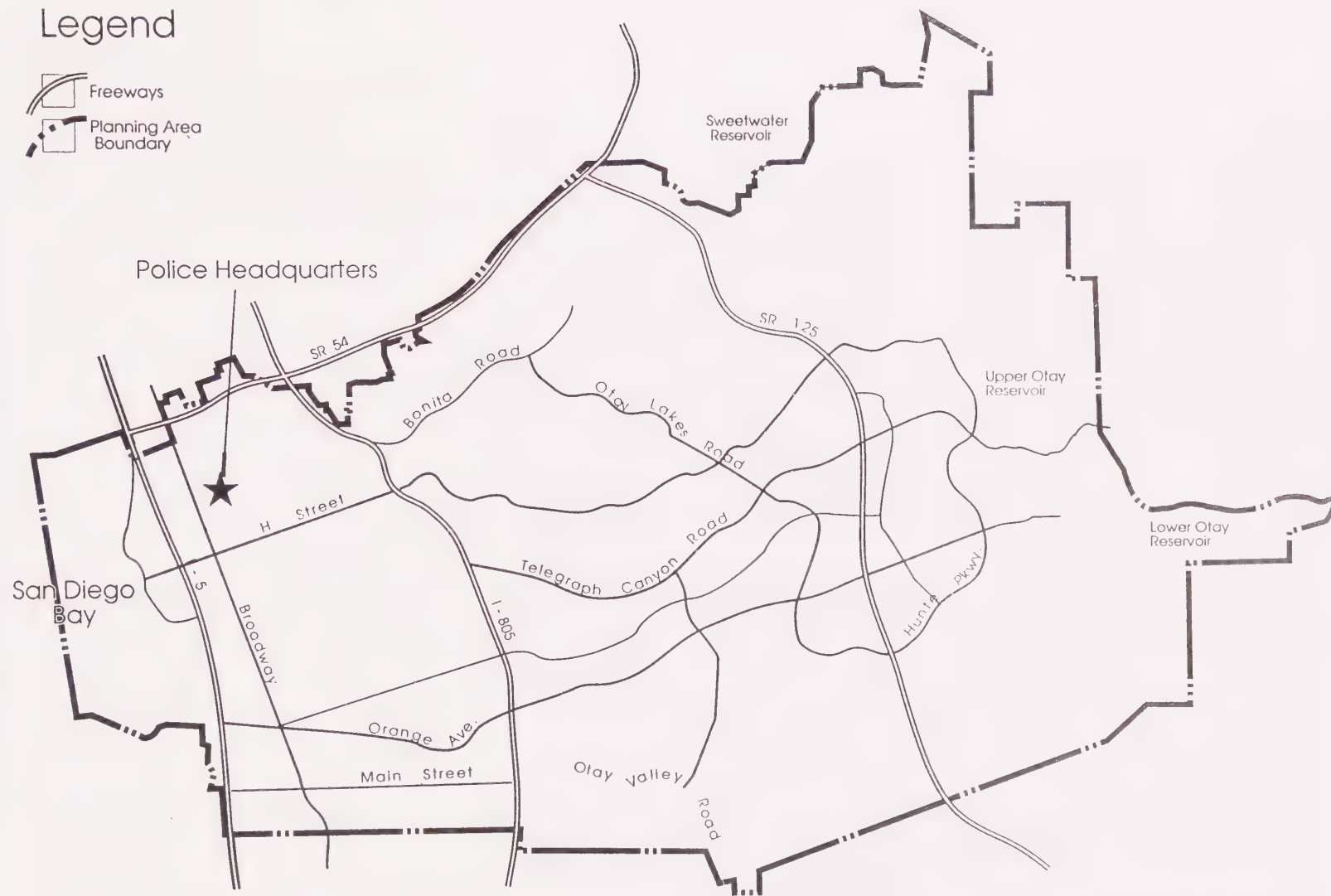
Police services are provided by the City of Chula Vista Police Department. The purpose of the Threshold Standard is to maintain or improve the current level of police services throughout the City by ensuring that adequate levels of staff, equipment and training are provided.

Police Facility Inventory

Figure 10
Service Analysis

<u>Existing Facility</u>	<u>Existing Location</u>	<u>Cost Estimate</u>
Police Headquarters	276 4th Avenue	N/A
Remodel Existing Facility	276 4th Avenue	N/A

Figure 11 Police Facilities



Note: All locations are approximate.



Growth Management Program
City of Chula Vista, California

Willdan Associates, • Development Design Services

3.3.5 Adequacy Analysis

The existing Police Station is currently undergoing major remodeling which will provide a new communications center, new crime lab and the expansion and revision of most office space in the building. When completed, this remodeling should provide sufficient space for anticipated growth at least until the year 2000.

The Police Department Monitors all calls for service and evaluates actual response times against the threshold standard on an annual basis. During 1989, 86.5 percent of Priority One calls had a response time within seven (7) minutes with an average time of 4.21 minutes, and 67.5 percent of Priority Two calls had a response time within seven (7) minutes with an average response time of 6.23 minutes. Comparing these most recent figures with the threshold standard shows that police services are functioning above the threshold and are therefore adequate.

Although the new crime lab, updated communications system and the improved facilities have a positive effect on police services, the service levels of the police department are directly related to the size and configuration of the beats as well as the number and shift schedules of the officers. A decline in the level of service would not necessarily require the construction of the sub-station. It might require the addition of new officers, the realignment of beat lines, or changes in the officer's shifts.

The police threshold standard is applied on a project-by-project basis in conjunction with the General Plan consistency finding made prior to the approval of a project. The evaluation may be included in the EIR. If no EIR is prepared, the threshold analysis shall be included in the alternative CEQA documentation, reviewed and approved, prior to project approval.

3.4 FIRE AND EMERGENCY MEDICAL SERVICES

3.4 Fire and Emergency Medical Service

3.4.1 Existing Threshold Policy

Goal

To maintain and improve the current level of fire protection and emergency medical service (EMS) in the City of Chula Vista.

Objective

Ensure that Fire/EMS staff are properly equipped, trained, and funded to provide the desired level of service throughout the City.

Threshold Standard

Emergency response: Properly equipped and staffed fire and medical units shall respond to calls throughout the City within seven (7) minutes in 85 percent (current service to be verified) of the cases (measured annually).

Implementation Measures

Should the GMOC determine that the Threshold Standard is not being satisfied, then the City Council shall, within 60 days of the GMOC's report, schedule and hold a public hearing for the purpose of adopting a moratorium on the acceptance of new tentative map applications, based on all of the following criteria:

1. That the moratorium is limited to an area wherein a causal relationship to the problem has been established; and,
2. That the moratorium provides a mitigation measure to a specifically identified impact.

Should a moratorium be established, the time shall be used to expeditiously prepare specific mitigation measures for adoption which are intended to bring the condition into conformance.

3.4.2 Facility Master Plan

Fire/EMS facilities are provided for in the "Fire Station Master Plan", dated March 23, 1989.

3.4.3 Project Processing Requirements

Developments shall be in accordance with the project guidelines outlined in the Fire Station Master Plan and detailed below.

In mitigation of the project guidelines, the Olympic Training Center shall provide an on-site fire brigade, approved by the City Fire Department, concurrent with the development of that project.

In accordance with the Fire Station Master Plan, the City, at its sole discretion, shall determine when a new fire station is required in order to achieve threshold service levels, meet specific project guidelines or maintain general operational needs of the Fire Department. The requirement to pay for fire station construction and related equipment shall be the sole responsibility of the developer or developers and the City may require said developer or developers to provide a guarantee mechanism to assure the availability of such funding.

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Facilities located.
2. Master Plan requirements reviewed and project requirements defined.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Specific siting of the facility takes place which conforms with the *Fire Station Master Plan*, March 23, 1989.
2. Site reserved.
3. Equipment needs identified.
4. Methods of financing discussed.
5. Timing of construction is consistent with threshold service levels, specific project guidelines and/or general operational needs of the Fire Department.
6. Demonstrate the ability to provide adequate facilities to access required fire stations in conjunction with the construction of sewer & water facilities.

Tentative Map

1. Condition to provide site.
2. Guarantee funding.

Final Map

Site and funding to be provided when the City, at its sole discretion, determines that the new fire station is needed.

I. FIRE COVERAGE GUIDELINES FOR RESIDENTIAL DEVELOPMENTS

For residential projects:

1. 85 percent of the dwelling units shall be within a 5.7 minute TRAVEL TIME from a current or planned fire station;
2. 100 percent of the dwelling units shall be within an 8.7 minute travel time from a current or planned fire station. (This correlates to the "Equity" objective of 100 percent coverage within a 10 minute response.

II. FIRE COVERAGE GUIDELINES FOR INDUSTRIAL/COMMERCIAL DEVELOPMENTS

For industrial or commercial sites which are classified as "special risk" sites by the City's Fire Prevention Bureau:

1. The first-in travel time from a current or planned fire station shall not exceed 2.7 minutes if the site is NOT SPRINKLERED and the second-in travel time shall not exceed 8.7 minutes,

OR

2. The first-in travel time from a current or planned fire station shall not exceed 5.7 minutes if the site is SPRINKLERED and the second-in travel time shall not exceed 8.7 minutes.

III. GUIDELINE EXEMPTIONS

Exemptions to the guidelines may be granted by the City Council for a specific project by 3/5th vote subsequent to the review and recommendations of the City's Fire Prevention Bureau. Exemptions may be granted in consideration of such factors as (1) the limited size of the project; (2) the use of residential sprinklering; (3) the rural character of the project and

surrounding areas or (4) other considerations as deemed appropriate. Exemptions shall NOT be granted if, in doing so, the citywide fire service threshold would not be met.

3.4.4 Service Analysis

Fire and Emergency Medical Services are provided by the City of Chula Vista Fire Department. The City also has county wide mutual aid agreements with surrounding agencies should the need arise for their assistance. The purpose of the Threshold Standard and the monitoring of response times is to maintain and improve the current level of fire protection and emergency medical services (EMS) in the City. The Fire Station Master Plan indicates that response time is primarily determined by the number and location of fire stations. The Fire Station Master Plan evaluates the planning area's fire coverage needs, and recommends an eight station network at buildout to maintain compliance with the threshold standard.

Fire Station Inventory

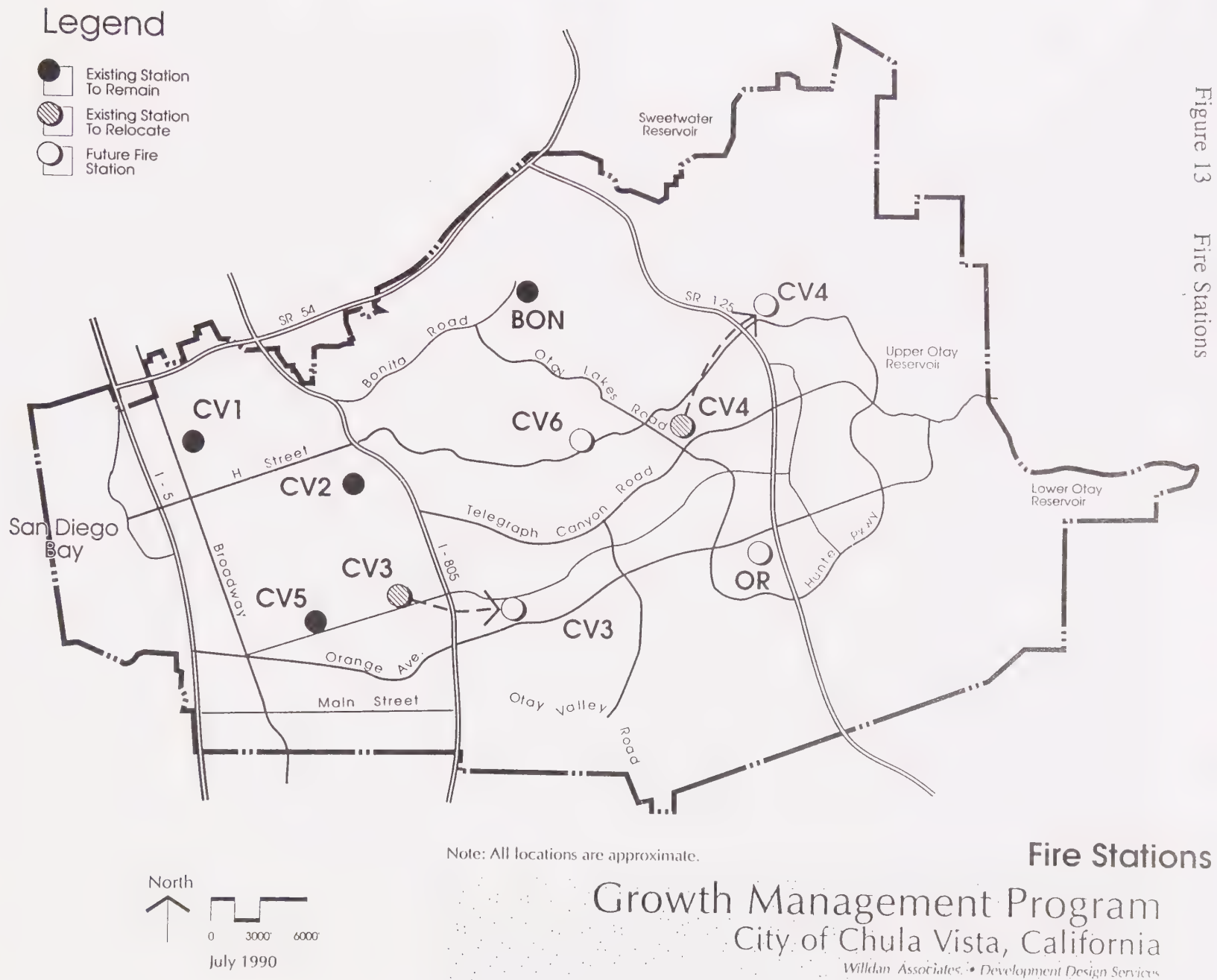
There are currently 5 city stations and 1 county station serving the planning area. These existing and future stations are listed below in Figure 12 and depicted on Figure 13.

Figure 12
Fire Station Inventory

<u>Existing Facility</u>	<u>Location</u>	
Station #1	447 "F" Street	
Station #2	80 East "J" Street	
Station #3	266 East Oneida	
Station #4	861 Otay Lakes Road	
Station #5	391 Oxford	
Bonita-Sunnyside Fire	Bonita Road	
Protection District Station	near Acacia	
Fire Personnel Training Tower	80 East "J" Street	
Fire Prevention Offices	447 "F" Street	
Fire Administration	447 "F" Street	
<u>Planned Facility</u>	<u>Location</u>	<u>Cost Estimate</u>
Station #1 (Expansion)	Central Chula Vista	\$ 438,000
Station #3 (Relocated)	Sunbow II (1991-92)	434,500
Station #4 (Relocated)	Salt Creek (1992-93)	660,000
Station #6	El Rancho Del Rey (1992-93)	970,000
Otay Ranch Station	Otay Reservoir	N/A*
Radio Communication Tower	Potentially in EastLake I	24,000
Fire Personnel Training Tower (Relocated to Station #6)	Rancho Del Rey	417,340
Brush Rig	Salt Creek	208,345
TOTAL		\$3,152,185

* no cost estimate has been established

Figure 13 Fire Stations



North
0 3000' 6000'
July 1990

3.4.5 Adequacy Analysis

At the November 1987 City Council meeting a threshold standard was set of a 7 minute response time for 85 percent of emergency calls. This percentage allows for the occurrence of two unknown factors. The first is normal year to year variation in performance in conjunction with the random geographic distribution of calls. The second is possible short-term declines in response time during the initial phases of development. According to the Fire Station Master Plan, the Fire Department responded to 92 percent of emergency calls within 7 minutes during the years prior to the approval of the Master Plan in March 1989. The actual performance for 1989 is 94.1 percent of all emergency calls responded to within 7 minutes.

Fire and emergency medical services are currently adequate. The quarterly monitoring of dispatch time, turnout time and travel time aids in the project-by-project evaluation of the threshold, either through an E.I.R. or by city staff during the CEQA documentation of a project.

The phasing of actual fire station construction will be coordinated with street construction. New development will be required to maintain the 7 minute response time allowed by the standard.

3.5 SCHOOLS

3.5 Schools

3.5.1 Existing Threshold Policy

Goal

To ensure that the Chula Vista Elementary School District and Sweetwater Union High School District have the necessary school sites and funds to meet the needs of students in new development areas in a timely manner.

Objective

Provide school district personnel with current development forecasts so that they may plan and implement school building and/or allocation programs in a timely manner.

Threshold

The City shall annually provide the two local school districts with a 12 to 18 month development forecast and request an evaluation of their ability to accommodate the forecast and continuing growth. The Districts' replies should address the following:

1. Amount of current capacity now used or committed.
2. Ability to absorb forecast growth in affected facilities.
3. Evaluation of funding and site availability for projected new facilities.
4. Other relevant information the District(s) desire(s) to communicate to the City and GMOC.

The growth forecast and school district response letters shall be provided to the GMOC for inclusion in its review.

Implementation Measure

Should the GMOC determine that a potentially serious problem exists with respect to schools, it may adopt a formal "Statement of Concern" within its annual report. Such a "Statement" requires the City Council to consider the adoption of a resolution reflecting that concern during the public hearing on the GMOC's report, to be directed to the responsible public agency(s) with follow up to assure appropriate response by that agency.

3.5.2 Facility Master Plans

Chula Vista Elementary School Districts Standards and Criteria is used in the place of a defined master plan.

Sweetwater Union High School District utilizes the "Sweetwater Union High School District Long Range Comprehensive Master Plan", dated November 1984.

3.5.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Identify total student generation.
2. Locate school sites.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Identify student generation by phase of development.
2. Specific siting of proposed school facilities will take place in conformance with the "Sweetwater Union High School District Long Range Comprehensive Plan, November, 1989" and Chula Vista Elementary School District's Standards and Criteria.
3. Reserve school sites, if necessary, or coordinate with the district for additional school classrooms.
4. Provide cost estimates for facilities.
5. Identify facilities consistent with proposed phasing.
6. Demonstrate the ability to provide adequate facilities to access public schools in conjunction with the construction of water and sewer facilities.
7. Secure financing.

Tentative Map

1. Letter from district confirming:
 - a) provision of school site(s), if necessary, or additional school classrooms.
 - b) participation in approved financing program.

Final Map

1. Letter from district confirming:

- a) executed agreements for site dedication or provision of additional school classrooms, if conditioned in the approval of the tentative map.
- b) execution of agreements to participation in approved financing program.

3.5.4 Service Analysis

School facilities and services in Chula Vista are provided by two school districts. The Chula Vista Elementary School District administers education for kindergarten through sixth grades. The Sweetwater Union High School District administers education for the Junior and Senior High Schools of a large district which includes the City of Chula Vista. The purpose of the threshold standard is to ensure that the districts have the necessary school sites and funds to meet the needs of students in newly developed areas in a timely manner, and to prevent the negative impacts of overcrowding on the existing schools. Through the provision of development forecasts, school district personnel can plan and implement school facility construction and program allocation in line with development.

School Facilities Inventory, Chula Vista Elementary School District

The Chula Vista Elementary School District's inventory consists of 31 existing elementary schools. Three additional schools are planned for 1991, 1992, and 1993. Figure 14 lists existing schools with the proposed number of students over capacity.

Fourteen new elementary schools will be needed by 2003 to meet the educational needs of students generated from the projected development and resultant population increase. The projected development figures were based on phasing input from the City and developers. The existing and future schools, as shown in the school district's facilities schedule, are shown on Figure 16 after the inventory.

Figure 14
Projected Enrollments/Permanent and Temporary¹ Capacities

Fall, 1990

	<u>Projected Enrollment</u>	<u>Permanent Capacity²</u>	<u>Temporary Capacity</u>
Allen/Ann Daly	737	602	102
Castle Park	532	555	---
Chula Vista Hills	741	602	---
Cook	505	514	---
EastLake	521	590	---
Feaster	837	528	180
Finney	692	481	180
Halecrest	600	542	60
Harborside	817	510	210
Hilltop	550	543	---
Juarez-Lincoln	611	602	30
Kellogg	454	437	---
Lauderbach	798	587	180
Loma Verde	553	589	60
Los Altos	493	514	---
Montgomery	471	425	30
Mueller	655	654	---
Otay	619	649	---
Palomar	492	479	---
Parkview	479	590	---
Rice	744	679	---
Rogers/R. Center	576	586	50
Rohr	491	514	---
Rosebank	639	542	90
Silverwing	591	600	150
Southwestern Satellite	90	---	90
Sunnyside	800	587	210
Tiffany	613	528	180
Valle Lindo	516	561	---
Valley Vista	656	506	150
Vista Square	539	514	60
TOTAL	18,412	16,610	2,012

¹ Temporary/relocatable classrooms, providing interim housing. Schools utilizing relocatables are over permanent capacity.

² Based on current usage of all regular classrooms. Totals include kindergarten classrooms which can only be used for Kindergarten due to classroom configuration (a.m/p.m. classes).

The cost of the future elementary schools was estimated in 1990 dollars and escalated for inflation to arrive at the final total. The potential order of construction and the opening dates are dependant upon the actual phasing of development over the next 10 to 13 years.

Future Elementary Schools

	<u>Estimated Cost*</u>
Terra Nova	\$ 6,255,000
Rancho Del Rey	8,509,858
EastLake Greens #2	7,796,232
Unnamed #8	8,509,858
Unnamed #10	8,509,858
Sunbow	9,190,648
Unnamed #12	9,190,648
EastLake #3	9,925,899
Unnamed #13	9,925,899
Unnamed #14	10,751,734
Unnamed #9	11,577,569
Unnamed #11	11,577,569
Unnamed #15	14,837,775
EastLake #4	<u>17,011,246</u>
	\$ 143,569,793

* In a letter dated September 7, 1990, the Director of Planning, Kate Shurson states, "The estimated opening dates and order of construction of new schools have not yet been determined."

School Facilities Inventory, Sweetwater Union High School District

The Sweetwater Union High School District currently administers four junior and four senior high schools and one continuation high school in Chula Vista. As the population grows, the District is predicting a need for 4 to 6 junior highs and 3 to 6 high schools. Currently, the District owns three school sites east of Interstate 805.

The first site, which is the most westerly, has been determined by the State Department of Education to be unbuildable due to seismic constraints. The second site, located in the Sunnyside community has been determined by the Sweetwater District to be unbuildable because of the proposed State Route. Caltrans' least

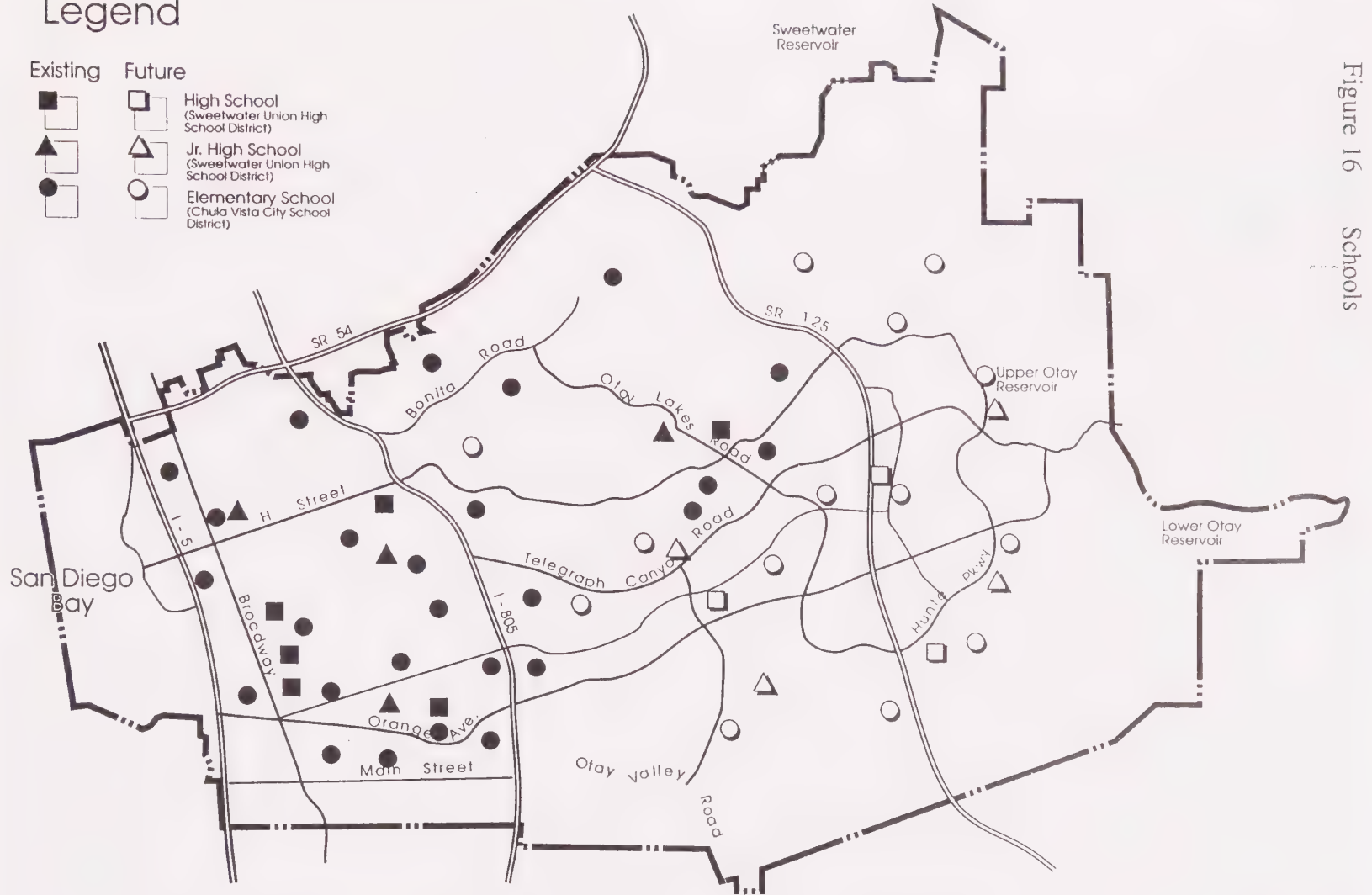
intrusive alignment plan for SR-125 cuts through the property and leaves 5 acres of buildable land for school construction. Construction plans for a new high school on the third site in the Eastlake greens Community are underway with the anticipated completion date of the 1992 school year.

Figure 15
Sweetwater Union High School District

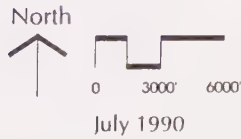
<u>Existing Schools</u>		
<u>Junior Highs</u>	Students Over Permanent Facility <u>Capacity</u>	
Castle Park		
Hilltop	96	
Chula Vista	364	
Bonita Vista	<u>398</u>	
	858	
<u>High Schools</u>	Students Over Permanent Facility <u>Capacity</u>	
Castle Park	417	
Hilltop	144	
Chula Vista	622	
Bonita Vista	239	
Palomar	<u>---</u>	
	1,422	
<u>Future Schools</u>	<u>Capacity</u>	<u>Estimated Opening</u>
<u>Date</u>		
EastLake High School	2,400	Sept. 1992
Rancho Del Rey Junior High School	1,200-1,500	Sept. 1995
Junior/Middle School in EastLake Trails	1,200-1,500	Contingent on schedule of build-out
Otay Ranch		
2-4 Junior Highs	1,200-1,500 each	unknown
2-5 High Schools	2,400 each	unknown

Legend

Existing	Future	
		High School (Sweetwater Union High School District)
		Jr. High School (Sweetwater Union High School District)
		Elementary School (Chula Vista City School District)



Note: All locations are approximate.



Schools

Growth Management Program
City of Chula Vista, California

Willdan Associates, • Development Design Services

Figure 16 Schools

3.5.5 Adequacy Analysis - Chula Vista Elementary School District

Of the 31 district wide schools, seventeen are operating over permanent capacity, as defined by District standards. According to the District, their current capacity is 18,622 students, with permanent facilities to accommodate 16,610 and temporary facilities for 2,012 students. 1990 enrollment is projected at 18,412. Several District schools will be unable to accommodate new growth within their attendance areas. However, through a combination of changes in facilities usage, program changes, busing or conversion to year-round multi-track programs, the District will be able to accommodate this projected growth at other schools.

The District Board recently voted to request a school site in the Midbayfront Redevelopment Project. In the western corridor, increases in residential development and limited funds and school sites have impacted the district's ability to serve the facility needs of the student population. Both the school site and participation in the City's redevelopment project will help balance the adverse impacts.

In the newly developing areas east of Interstate 805 where vacant land is available, the City's support is needed to implement financing mechanisms for the funding of school facilities, and with the coordination of the construction of facilities like streets, water and sewer.

The problem of overcrowding west of Interstate 805 will not be solved by the construction of schools east of Interstate 805. And the construction of schools has not historically kept pace with development and population increases. School facilities planning requires an extended view of projected development in order to assess future needs in a more timely manner. In the March 13, 1990 Chula Vista Elementary School District Report to the Growth Management Oversight Commission, suggestions were made that the City increase the development forecast time period from 12 to 15 months to 5 to 7 years as well.

Adequacy Analysis - Sweetwater Union High School District

The junior highs were 858 students over permanent capacity in the 1989-1990 school year according to the California Basic Education System's enrollment data dated December 18, 1989. The senior highs were 1,422 students over permanent capacity for a total of 2,280 students over permanent capacity. The over capacity students are accommodated by relocatable classrooms. There were 26,745 students for the 1989-90 school year and a projected 29,823 students by 1993. The schools' capacity using the relocatables is 26,818. Concern regarding capacity problems was expressed at the second annual Growth Management Oversight Commission meeting in a statement to the Sweetwater Union High School District, because the projected student increases for next school year will cause significant overcrowding.

Except Bonita Vista Junior and Senior Highs, all schools are west of Interstate 805. However, the students from the newer developments east of Interstate 805, impact the District's system. When EastLake High School opens in September of 1992, and the Rancho Del Rey Middle/Junior High in September of 1995, student capacity will be added and boundaries can be adjusted to shift student populations and relieve overcrowding. The opening of the next school, a junior high/middle school in the EastLake Trails Community will depend upon construction phasing and buildout of the EastLake communities. With increasing student enrollments west of Interstate 805, the Sweetwater District has advised the Chula Vista Planning Department of its need for additional facilities if any development occurs in the Bayfront Area or anywhere west of Interstate 5.

The Sweetwater Union High School District Information Package Prepared for the City of Chula Vista Growth Management Report suggests improved coordination between the City's development services departments and the District. It suggests that since school facilities require a minimum of two years preliminary planning and two years for construction, two to five year development projection be submitted by the City to the District, instead of 12-18 months. The GMOC has recommended that a 5 to 7 year development forecast be provided.

3.6 LIBRARIES

3.6 Libraries

3.6.1 Existing Threshold Policy

Goal

To provide a high quality, contemporary library system which meets the varied needs of the community.

Objective

Supplement the library at 365 "F" Street by providing additional library facilities in the Montgomery/Otay area and in the area east of Interstate 805.

Threshold Standard

Population ratio: 500 square feet (gross) of library adequately equipped and staffed facility per 1,000 population.

Implementation Measure

Should the GMOC determine that the Threshold Standard is not being satisfied, then the City Council shall formally adopt and fund tactics to bring the library system into conformance. Construction or other actual solution shall be scheduled to commence within three years.

3.6.2 Facility Master Plan

Library facilities are provided in the "Chula Vista Public Library Master Plan. Facility Planning to the Year 2010", dated April 30, 1987.

3.6.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Identify total demand.
2. Identify site requirements.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Identify phased demands in conjunction with the construction of streets, water and sewer facilities.
2. Specifically identify facility site in conformance with the "Chula Vista Library Master Plan", April 30, 1987.

Tentative Map

1. Provide facility site.

Final Map

1. Implement conditions.

Building Permits

1. Pay Development Impact Fees for libraries.

3.6.4 Service Analysis

Library facilities are provided by the City of Chula Vista Library Department. The City Council approved Master Plan for Libraries includes a range of 500 to 700 square feet of library per 1,000 population. Using the design criteria set forth in the April 30, 1987 Chula Vista Public Library Master Plan, the libraries are being designed to an average of 600 square feet per 1,000 population.

Library Facilities Inventory

The City provides library services through the Chula Vista Public Library at Fourth and "F" Streets and two small branch libraries in the Montgomery/Otay planning area. The City plans to construct new libraries in the Montgomery/Otay area as well as the Sweetwater area along "H" Street in Rancho Del Rey. Ninety thousand square feet of new libraries are planned. Adding the proposed 90,000 square feet to the existing 55,000 square feet of permanent libraries, the total planned library square footage is 145,000.

The existing and future libraries are listed in Figure 17 and shown on Figure 18.

Figure 17
Chula Vista City Libraries

<u>Existing Libraries</u>	<u>Square Footage</u>
Chula Vista	55,000
Castle Park	1,720
Woodlawn Park	<u>608</u>
Total Existing Square Feet	57,328

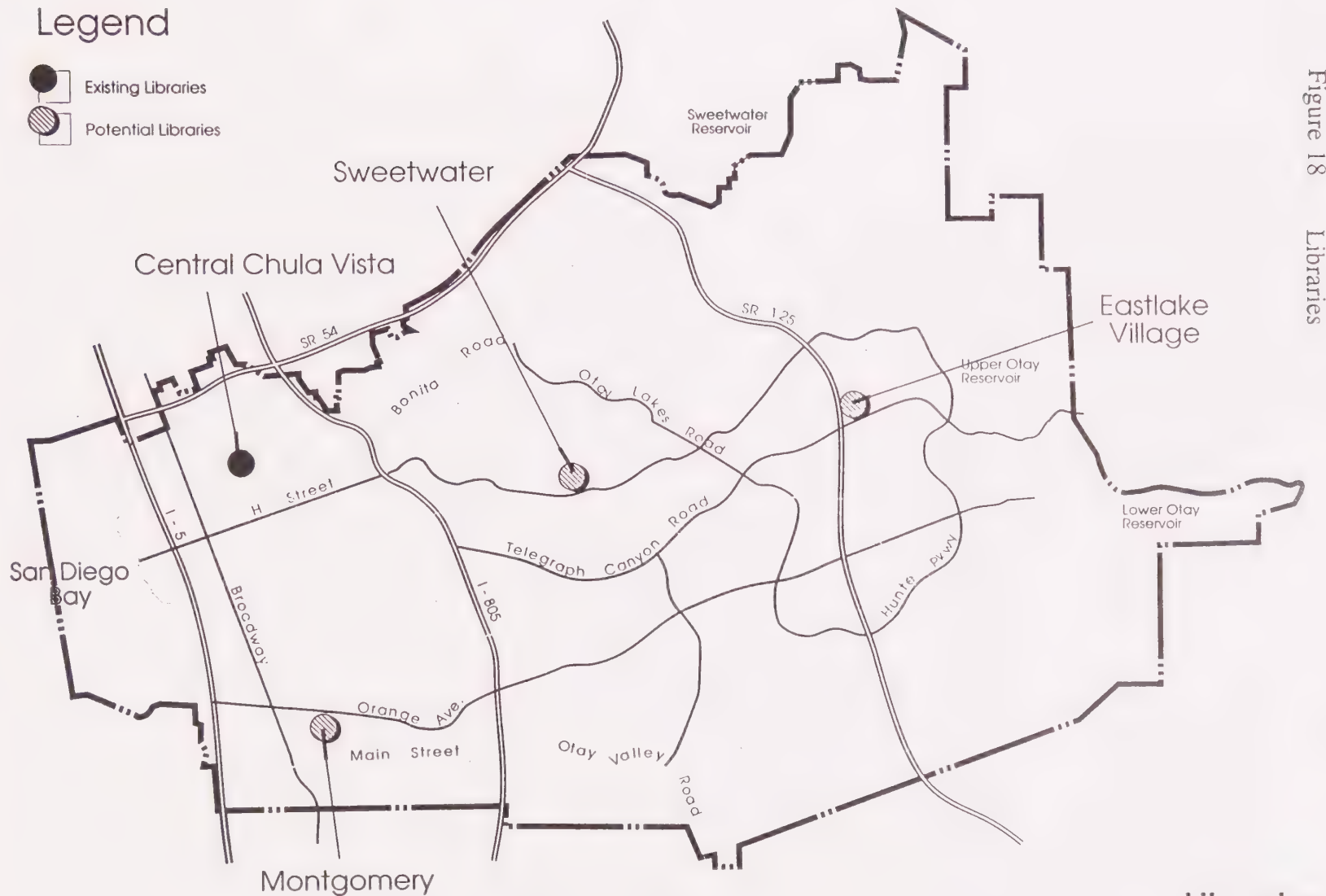
<u>Future Libraries</u>	<u>Square Footage</u>	<u>Estimated Cost</u>
Montgomery/Otay	35,000	\$ 7,679,000
Sweetwater/Bonita	35,000	7,679,000
Eastern Territories	<u>20,000</u>	<u>4,884,000</u>
Total Planned Square Feet	90,000¹	\$20,242,000

Total Planned Library Square Feet 145,000¹

¹ Figures are based on the City's Sphere of Influence/General Planning Area. The 90,000 figure would be reduced to about 81,000 (and thus the 145,000 to about 136,000) if the unincorporated areas of Bonita and Otay Ranch remain outside the City.

Legend

- Existing Libraries
- Potential Libraries



Note: All locations are approximate.



Figure 18 Libraries

Libraries

Growth Management Program
City of Chula Vista, California

Willdan Associates, • Development Design Services

3.6.5 Adequacy Analysis

Using the square footage threshold standard of 500 square feet of library per 1,000 population, the libraries conceptualized in the Chula Vista Master Plan of Libraries are adequate. The demand, based on a population of 131,603 is 65,802 square feet. With the 35,000 square foot library in the Montgomery/Otay area, and the existing 55,000 square feet of permanent library space, the library facilities will total 90,000 square feet, which is a 24,198 square foot surplus for the present population demand.

Facility sizes can be adjusted as more exact information becomes available, and as the time nears for specific facility planning. Financing for library facilities is provided through the supplemental development impact fee.

3.7 PARKS AND RECREATION

3.7 Parks and Recreation

3.7.1 Existing Threshold Policy¹

Goal

To provide a diverse and flexible park system which meets both the active and passive recreational needs of the citizens of Chula Vista.

Objective

Provide public park and recreational opportunities in a timely manner, implementing a five-year master plan which describes the location, facility improvements, and funding program for proposed neighborhood and community parks.

Threshold Standard

Population ratio: Three (3) acres of neighborhood and community park land with appropriate facilities shall be provided per 1,000 residents east of Interstate 805.

Implementation Measures

Should the GMOC determine that the Threshold Standard is not being satisfied, then the City Council shall formally adopt and fund tactics to bring the park and recreation system into conformance. Construction or other actual solution shall be scheduled to commence within three years.

If construction of needed new park and recreation facilities is not started within three years of the deficiency reported by the GMOC, then the City Council shall, within 60 days of the GMOC's report, schedule and hold a public hearing for the purpose of adopting a moratorium on the acceptance of new tentative map applications, based on all of the following criteria:

1. That the moratorium is limited to an area wherein a causal relationship to the problem has been established; and,
2. That the moratorium provides a mitigation measure to a specifically identified impact.

¹ The second annual GMOC Report recommended a change to the threshold standard. On August 23, 1990, the City Council referred the proposed change to the Parks & Recreation Commission to review and make their recommendations to the City Council.

Should a moratorium be established, the time shall be used to expeditiously prepare specific mitigation measures for adoption which are intended to bring the condition into conformance. Any such moratorium shall be in effect until construction of the needed new park and recreation facilities has commenced.

3.7.2 Facility Master Plan

The Parks Element of the General Plan dated July 1990 serves as the master plan for park facilities. There is currently no existing detailed master plan.

3.7.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Identify total demands.
2. Facilities located.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Identify phased demands in conformance with street improvements and in coordination with the construction of water and sewer facilities.
2. Specific siting of the facility will take place in conformance with the "Chula Vista General Plan Park and Recreation Element".
3. Site reserved.

Tentative Map

1. Condition to provide site.
2. Guarantee funding.

Final Map

1. Implement conditions.
2. Pay appropriate P.A.D. fees or develop turn-key facilities.

3.7.4 Service Analysis

The City of Chula Vista provides public park and recreational opportunities through the Parks and Recreation Department which is responsible for the acquisition and development of park land. All park development plans are reviewed by City staff

and presented to the Parks and Recreation Commission for review. A recommendation is made by the Parks Commission to the deciding body, the City Council.

Although the threshold standard only applies to development east of Interstate 805, the City is actively working to take advantage of opportunities to expand and enhance park and recreational facilities west of Interstate 805. The existing and future parks as depicted in the Park and Recreation Element of the General Plan are listed in Figures 19 and 20 and as shown on Figure 21.

Parks Inventory

Figure 19
Chula Vista Existing Parks

		Acres	
		<u>West of I-805</u>	<u>East of I-805</u>
1.0	<u>Community Parks</u>		
	1 Eucalyptus Park	19.8	
	2 J Street Marina and Bayside	21.4	
	3 Greg Rogers		52.1
	4 Rohr-Sweetwater		62.2
	5 Discovery		<u>14.5</u>
	Total Existing Community Acres:	<u>41.2</u>	<u>128.8</u>
2.0	<u>Neighborhood Parks</u>		
	7 Marina View	4.5	
	8 City Hall & Friendship Park	8.4	
	9 Memorial Park	8.0	
	10 Norman Park	1.7	
	11 Hilltop Park	10.9	
	12 Lauderbach Park	4.0	
	13 Palomar	2.8	
	14 Orange Avenue & Reinstra Field	10.0	
	15 Loma Verde Park	6.2	
	16 SDG&E Park	18.0	
	17 Otay Park	5.2	
	18 Los Niños Park	5.2	
	19 Bay Boulevard Park	1.5	
	20 Nature Interpretive Center	---	
	21 Valle Lindo Park		4.2
	22 Halecrest Park		2.0
	23 Terra Nova Park		6.5
	24 Independence Park		4.1
	25 Tiffany Park		7.2
	26 Paseo Del Rey		3.0
	27 Bonita Long Canyon Park		12.5
	28 Sunridge Park		6.0
	29 Sunbow Park		4.0
	Total Existing Neighborhood Acres:	<u>86.4</u>	<u>49.5</u>
	EXISTING TOTAL	<u>127.6</u>	<u>178.3</u>

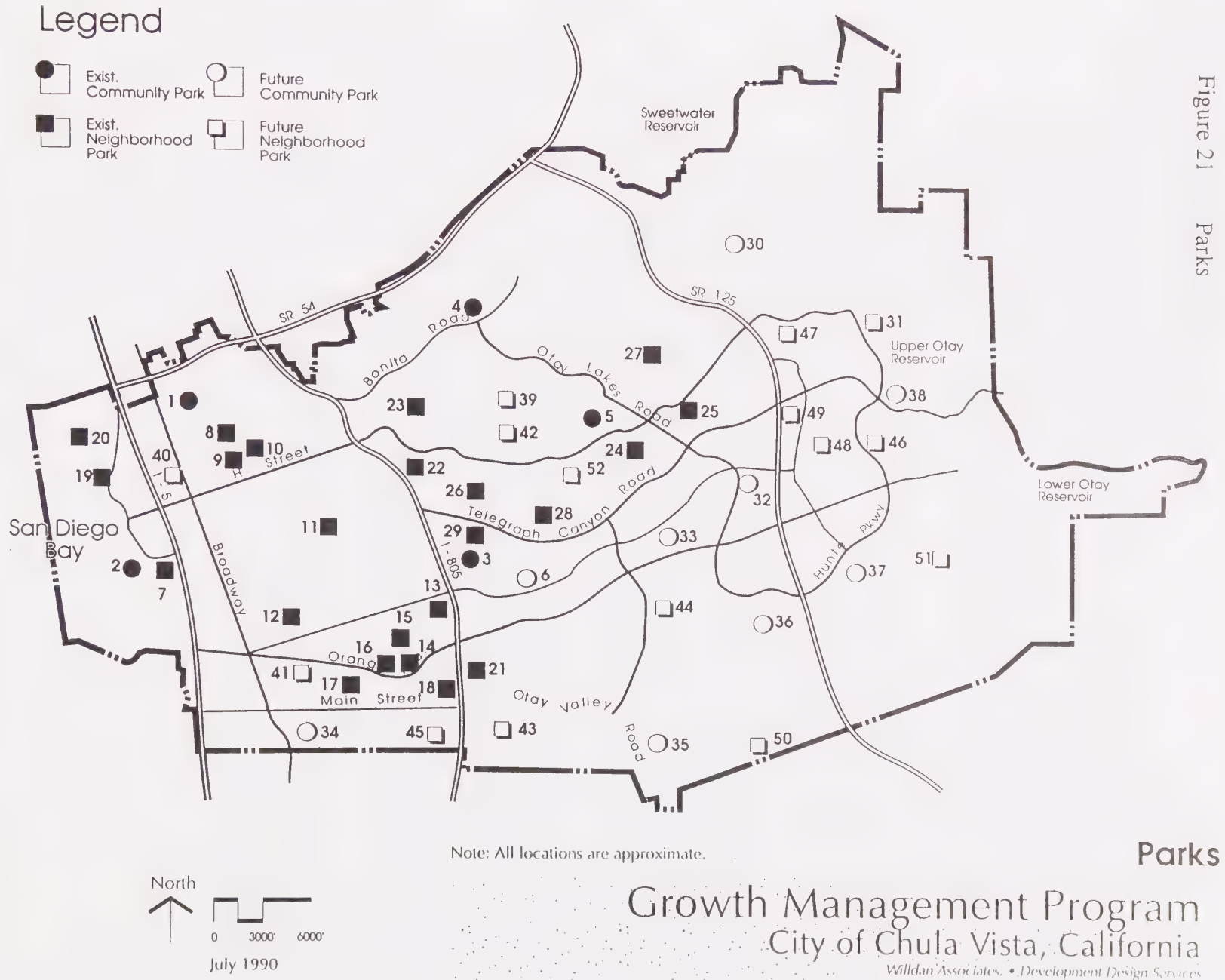
Figure 20
Chula Vista Future Parks

		Acres*	
		<u>West of I-805</u>	<u>East of I-805</u>
<u>Future Community Parks</u>			
30	Rancho San Miguel		25
31	Salt Creek Community		20
32	Rutgers		25
33	Telegraph South		25
34	Montgomery	24.0	
35	Otay Valley		25
36	University West		25
37	University East		25
38	EastLake Woods		22.5
6	Sunbow Community		10.5
49	EastLake Community		<u>12.5</u>
Total Future Community Acres:		<u>24.0</u>	<u>215.5</u>
<u>Future Neighborhood Parks</u>			
39	Marisol Park		6.0
40	F Street & Woodlawn	12.5	
41	4th & Orange	12.5	
42	Explorer Park		5.0
43	Otay Valley Road & Brandywine		12.5
44	Paseo Ranchero & Wolf Canyon		12.5
45	Rancho Drive Park	12.5	
46	EastLake Trails		12.5
47	Salt Creek Neighborhood		7.0
48	EastLake Greens		12.5
50	Unnamed Park		12.5
51	Unnamed Park		12.5
52	Rancho Del Rey		<u>10.0</u>
Total Future Neighborhood Acres:		<u>37.5</u>	<u>103.0</u>
FUTURE TOTAL		61.5	318.5

* The general plan minimum park sizes are 15 acres for community and 7 acres for neighborhood. Since the desired and anticipated size is 20-30 acres for community and 10-15 acres for neighborhood, it is recommended that the general plan element be amended to reflect the desired size. For the purposes of this park listing an average is used; 25 acres for community parks and 12.5 for neighborhood parks.

* Inventory and acreages provided by the Parks and Recreation Department.

Figure 21 Parks



3.7.5 Adequacy Analysis

Recognizing the important functions served by park and recreation facilities in a growing urban environment, the City of Chula Vista is endeavoring to complement the Sweetwater Regional Park, the Otay Lake County Park and any future regional parks with neighborhood and community parks, which are located to conveniently serve each residential community. Goal 1 of the Parks and Recreation element of the general plan includes planning for new parks in the developing areas to meet the established park standards. The park standards apply only to community and neighborhood parks, not regional.

The Chula Vista General Plan, Parks & Recreation Element details the proposed types of facilities for community and neighborhood parks. It lists the park's proposed names and locations. However, a current master plan does not exist and exact information on the projected park sizes is not available.

The Parks and Recreation Element identifies future community parks as 15+ acres and neighborhood parks ranging between 5 and 15 acres. The actual park sizes will be determined during specific project review. The specific processing requirements for future development will guarantee that sufficient park acreage is available to meet the threshold standard. Developers will also be encouraged to develop private recreational facilities within planned communities.

Since the total number of existing park acres east of Interstate 805 exceeds the required acreage, the parks threshold is currently being met. The City has the ability to obtain the required acreage for buildout by imposing the standard on the projected population of a Tentative Map during the development approval process. Each project seeking approval will provide acreage or pay fees equivalent to the 3 acres per 1,000 population standard regardless of the amount of surplus park acreage existing in the City at the time of approval.

Further, the creation of a parks master plan is suggested which can clarify locations, increase proposed park sizes if needed, and aid in the implementation of development of the park system. The systematic dedication of park land, at the required standard, during the development process can guarantee the adequate acreage needed to comply with the general plan element.

3.8 WATER

3.8 Water

3.8.1 Existing Threshold Policy

Goal

To ensure that adequate supplies of quality (appropriate for intended use) water are available to the City of Chula Vista.

Objective

1. Ensure that adequate storage, treatment, and transmission facilities are constructed concurrently with planned growth.
2. Ensure that water quality standards are not jeopardized during growth and construction.

Threshold

1. Developer will request and deliver to the City a service availability letter from the Water District for each project.
2. The City shall annually provide the San Diego County Water Authority, the Sweetwater Authority, and the Otay Municipal Water District with a 12 to 18 month development forecast and request an evaluation of their ability to accommodate the forecast and continuing growth. The Districts' replies should address the following:
 - a. Water availability to the City and Planning Area, considering both short and long term perspectives.
 - b. Amount of current capacity, including storage capacity, now used or committed.
 - c. Ability of affected facilities to absorb forecast growth.
 - d. Evaluation of funding and site availability for projected new facilities.
 - e. Other relevant information the District(s) desire(s) to communicate to the City and GMOC.

The growth forecast and water district response letters shall be provided to the GMOC for inclusion in its review.

Implementation Measure

Should the GMOC determine that a potentially serious problem exists with respect to water, it may adopt a formal "Statement of Concern" within its annual report. Such a "Statement" requires the City Council to consider the adoption of a resolution reflecting that concern during the public hearing on the GMOC's report, to be directed to the responsible public agency(s) with follow up to assure appropriate response by that agency.

3.8.2 Facility Master Plan

The Sweetwater Authority utilizes "Sweetwater Authority Water Master Plan", dated December, 1989.

Otay Municipal Water District is currently preparing a master plan for the District.

3.8.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Identify total demands and storage requirements.
2. Identify on-site and off-site facilities necessary to service the projects demands.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Identify phased demands in conformance with street improvements and in coordination with the construction of sewer facilities.
2. Identify location of facilities for on-site and off-site improvements in conformance with the master plan of the water district serving the proposed project and in compliance with the Otay Water District's Allocation Plan.
3. Provide cost estimates and proposed financing responsibilities.
4. Identify financing methods.
5. A Water Conservation Plan shall be required for all major development projects (50 dwelling units or greater, or commercial and industrial projects with 50 EDU's of water demand or greater).

Tentative Map

1. Condition to provide on-site and off-site facility improvements for distribution and storage facilities by phase of development.
2. Dedicate required easements.
3. Identify specific financing for each improvement.
4. Obtain letter from the appropriate water district indicating capacity to serve the phased development.
5. Potential condition to comply with Metro II Program concepts.

Final Map

1. Implement conditions.
2. Confirm water district's ability to service the project demands.

Building Permits

1. Pay appropriate water fees.

3.8.4 Service Analysis

Water is provided to the City of Chula Vista through the San Diego County Water Authority, Sweetwater Authority, and the Otay Municipal Water District. The district boundaries have been depicted on Figure 24 illustrating each specific area of the City served.

The City of Chula Vista is working with each of these special districts to ensure that new growth will not reduce the availability of adequate water supplies or jeopardize the water quality standards within the City. Each of these districts is responsible for providing capital facilities necessary to accommodate future growth as well as providing services to existing development within the City of Chula Vista. The existing and proposed facilities to serve the community through the water districts are listed on Figures 22 and 23.

Facility Inventory

Figure 22
San Diego County Water Authority

<u>Existing Facility</u>	<u>Capacity</u>	
Pipeline #3, east of Corral Canyon Rd.	66" single to deliver treated water	
<u>Proposed Facility</u>	<u>Capacity</u>	<u>Estimated Cost</u>
Pipeline #4 Extension Parallel line, east of Corral Canyon Rd.	96" single to deliver raw water	Chula Vista's portion of the cost is unknown, but the total estimated cost is \$40-60 million

Figure 23
Sweetwater Authority

<u>Existing Facilities</u>	<u>Capacity</u>
Sweetwater Reservoir	27,000 Ac. Ft.
Raw Water Pump Station	30 MGD
Sweetwater Filter Plant	30 MGD
The Clearwell	10 MG

SOUTH

Distribution Mains	36"
Central Avenue Booster 30	2.2 MGD
Starr Booster 18	2.2 MGD
Starr Tank	400,000 gal.
Wheeler Booster 12	2.8 MGD
Wheeler Tank	225,000 gal.
Corral Canyon Booster 33	3.2 MGD
Horse Ridge Booster 32	0.6 MGD
Steeplechase Hydro Booster 35	2.2 MGD
McMillin Tank	250,000 gal.
Bonita Golf Hydro	
Emergency Booster 24	1.0 MGD
Bel Aire Booster 28	0.9 MGD
Bonita Bel Aire Tank	420,000 gal.
Bonita Highlands Hydro	
Booster 36	2.3 MGD
Bonita Highlands - Tank 1	750,000 gal.
Bonita Highlands - Tank 2	1.0 MG
Lynwood Hills Booster 9	0.6 MGD

<u>Existing Facilities</u>	<u>Capacity</u>
Lynwood Hills - Tank A	15,000 gal.
Lynwood Hills - Tank B	100,800 gal.
Bonita Valley Reservoir	
Booster 38	1.4 MGD
Bonita Valley Reservoir	18 MG
Lomacitas Booster 8	0.0 (to be abandoned)
Alston Booster 31	0.6 MGD
Rice Canyon Booster 22	4.1 MGD
Claire Vista Booster 10	1.6 MGD
Claire Vista Tanks	200,000 gal.
Halecrest Booster 21	1.0 MG

<u>Existing Facilities (cont.)</u>	<u>Capacity</u>
Seaview Hydro Booster 23	1.4 MGD
Halecrest Hydro Booster 27	1.7 MGD
Halecrest Tank	2.0 MG
Morris Emergency Booster 19	0.9 MGD
Oxford St. Booster 14	3.5 MGD
Morris Tank	750,000 gal.
Judson Tank	4.0 MG

NORTH

Distribution Mains	42"/30"/24"
Lincoln Acres Booster 1	3.0 MGD
National City Wells Booster 11	2.2 MGD
O.D. Arnold Booster 16	0.1 MGD
Rachel St. Booster 26	0.1 MGD
Harbison Booster 29	1.0 (to be abandoned)
O.D. Arnold Booster 16	1.1 MGD
O.D. Arnold Hydro Booster 17	
O.D. Arnold Tank	150,000 gal.
National City Wells Tank	42,000 gal.
Well Pump 2	500 GPM
Well Pump 3	850 GPM

<u>Proposed Facilities</u>	<u>Capacity</u>	<u>Estimated Cost</u>
Distribution Main Replacements	8"-16"	\$ 58,982,500
Distribution Main Improvements	8"-30"	25,818,200
Starr-McMillin Tank	2.0 MG	940,000
Central-Wheeler Tank	2.5 MG	940,000
Bonita Highlands - Tank 3	1.0 MG	470,000
Halecrest Tank	5.0 MG	2,500,000
Morris Tank	1.0 MG	470,000
O.D. Arnold Tank	2.5 MG	1,175,000
National City Tank	4.0 MG	2,000,000
O.D. Arnold Tank	2.0 MG	705,000
Claire Vista Pump Station	remodel	400,000
National City Well Pump Station	remodel	600,000
Lincoln Acres Pump Station	new	800,000
Bonita Bel Aire & Robinhood pumps	modification	250,000
O.D. Arnold Hydro-pump	modification	100,000
Rice Canyon 20HP pumps	modification	120,000
Sea View Hydro Pump	modification	100,000
TOTAL		\$ 96,370,700

* Source: Sweetwater Authority Water Master Plan, December, 1989.

Sweetwater Authority

The Sweetwater Authority's Master Plan requires an update every five years to evaluate the demand and the adequacy of the gravity and water pumped systems. Land use projections are also updated and reviewed during the master plan update. This update allows for a new listing of improvements as well as a re-prioritizing of the existing list of recommended improvements. In Chapter 5 of the master plan "Water System Analysis", distribution systems, storage, pumping stations and the gravity systems are assessed in detail to allow for the future planning of facilities.

Otay Municipal Water District

At the present time the district is in the process of preparing a comprehensive master plan. Because this plan is not complete, no specific information on proposed or required facilities was available for this report.

Without a master plan for the Otay Municipal Water District, adequacy of the actual system cannot be accurately determined. The water allocation program indicates that the existing water distribution system is not capable of meeting the demands of proposed development.

Allocation Program

The Otay Municipal Water District has been experiencing a water storage problem for some time. As a result, the district developed and is implementing a water allocation system. The *Otay Water District Report on Allocation of Water Requests Based on Water Availability* was adopted by the Board of Directors on April 19, 1989 as Resolution No. 2742. Because of the inability to store adequate water for unlimited amounts of construction, the allocation system allots 1,900 Equivalent Dwelling Units (EDUs) of water service per year for the service area. In the City of Chula Vista this limit equates to approximately 700 to 1,000 units per year. This system will remain in effect until supply and terminal storage conditions improve, at which time, the yearly allotment of connections will be raised or the allocation program will be eliminated. These improvements are not anticipated to be completed before 1994 - 1995.

The Otay Water District water allocation program addresses actions taken by the District and land developers to allow issuance of water service connections within the District until the County Water Authority (CWA) completes construction of the new Pipeline No. 4. The issuance of water services is subject to the District's present limited water storage and water supply. These actions include the approval of guidelines which 1) categorize various water requests and 2) determine if a water service request qualifies for immediate connection or future connection by a land

development being: allocated water service to a proportion of the anticipated Equivalent Dwelling Units (EDUs) requests. The following categories are used in determining the association of water service in the District:

Category I - Water service requests that qualify for immediate water connection with issuance of an approved building permit.





Category II - Water service requests that qualify for water service connection contingent upon completion of conditions of an agreement with the District entered into prior to adoption of the allocation program.

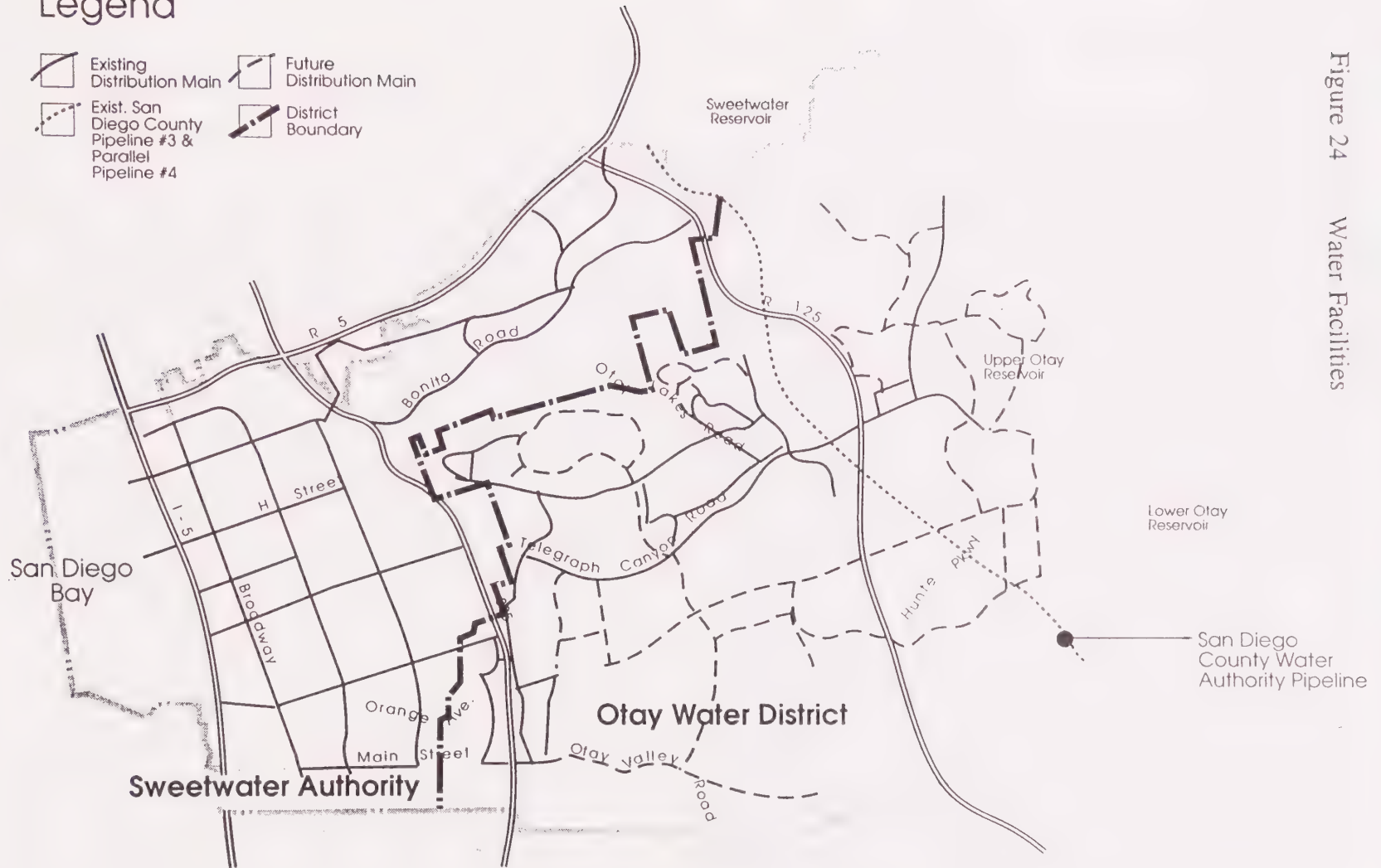
Category III - Land development water service requests that are allocated water service dependent on contribution to construction of major water facilities including, but not limited to, terminal water reservoirs, major water transmission mains, pump stations, etc., that directly or indirectly support water service.

Otay - Triad Agreement

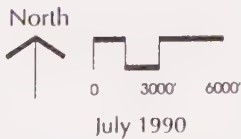
This agreement is between the Otay Water District, EastLake Development Company, Rancho Del Rey Partnership, and Rancho Del Sur Partnership. In essence, the Otay-Triad Agreement allows EastLake, Rancho Del Rey, and Rancho Del Sur to request more EDUs per quarter per development for single family connections than would otherwise be possible. Without the Otay-Triad Agreement, these developers would not be able to request more than 200 EDUs per quarter per development for single family connections. In exchange, the developers have approved bond financing of terminal storage facilities in lieu of paying Otay a Reservoir Storage Fee. This enables Otay to construct the necessary terminal storage reservoirs at an earlier date than would have been possible by simply collecting fees.

Legend

-  Existing Distribution Main
-  Future Distribution Main
-  Exist. San Diego County Pipeline #3 & Parallel Pipeline #4
-  District Boundary



Note: All locations are approximate.



Water Facilities

Growth Management Program
City of Chula Vista, California

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Figure 24 Water Facilities

3.8.5 Adequacy Analysis

The construction of the water distribution mains must be coordinated with the construction of streets. When decisions to construct street improvements are made, there is a need to ensure coordination with the appropriate water district. Street construction timing may directly effect the timing for the construction of water facility improvements since water lines, which are normally along, or under streets, have to be laid concurrent with street construction. The early construction of streets by developers may also affect the Sweetwater Authority's projected phasing of facility construction and will require coordination with the water authority.

The Otay Municipal Water District's allocation program will impact or limit development in the City of Chula Vista to between 700 and 1,000 units per year until additional storage facilities are provided. It is projected these facilities will not be available until 1994 - 1995.

At the second annual meeting of the Growth Management Oversight Commission a "Statement of Concern" was drafted to the Sweetwater Water Authority and the Otay Municipal Water District regarding long-term water supply. Recommendations were made for improving customer education on water conservation and for creating an interagency task force to evaluate the long term water supply issue and plan for the future.

3.8.6 Water Supply

The SANDAG Quality of Life Standards and Objectives regarding water availability and conservation include four components: supply, storage, conservation and reclamation. These four components can be summarized as follows:

1. A sufficient supply of water should be available to serve the residents, businesses and institutions in the San Diego region.
2. Per capita increases in water supply should be stabilized. Currently daily per capita water usage is 196 gallons.
3. Discharge of effluent into the oceans and streams should be reduced to achieve the reclamation of 100,000 acre feet of water per year by 2010.
4. The County Water Authority recommends that its member agencies be able to operate without water service from the CWA's aqueducts for up to 10 consecutive days in the event of an emergency

In addition to water availability, the following standards and objectives address water quality:

1. Inland service waters should meet the Federal and State Standard and Objectives for water quality as regulated by the Regional Water Control Board.
2. Ground water supply should meet the Federal and State Standards and Objectives for water quality as regulated by the Regional Water Control Board.
3. Reclaimed water shall be treated to meet the objectives of the State of California and the Regional Water Control Board for discharge in receiving waters, i.e., inland service waters or ground water to protect the existing and potential beneficial uses, or for direct use for landscape and agricultural irrigation.

In terms of the current usage of water, the County Water Authority reports that 626,502 acre feet of water were used in fiscal year 1989. The annual per capita water use is about 196 gallons per day per capita (based on a population within the County Water Authority of 2,346,208 and excluding agricultural uses which accounted for 115,175 acre feet of water).

The County Water Authority projects that, based on a 1995 regional population of 2,567,193 (from the Series & forecast), a stabilization in use (196 gallons per capita per day), and agricultural use remaining constant, regional water demand would equal 679,957 acre feet. The amount of imported water available in 1995 would be approximately 700,680 acre feet, based on supply side assumptions that the current sources of supply continue to 1995, and that there will be average years for water production in these areas to supply our needs.

At the local level within the City of Chula Vista, the City Council is in the process of implementing the recommendations from the Chula Vista Water Task Force. The consensus of the Chula Vista Water Task Force was that Chula Vista must play a more active role in all water related issues. To this end the Task Force has offered the following recommendations:

1. Chula Vista should immediately actively work to establish a Chula Vista Interagency Water Commission (IAWC) to deal with local water related issues.
2. Chula Vista should become more proactive in state and regional water related issues.

3. Chula Vista should provide adequate support staff for increased attention to water issues.
4. The City's General Plan, Land Use Plan, Managed Growth Element of the General Plan, and the Master Plans from all appropriate water agencies should be integrated to reflect short term and long term goals.
5. The City should establish ordinances and guideline manuals for the implementation of conservation and water related measures.
6. The City should adopt specific policies regarding water related issues. These policies would be the primary guidance for the council representative to the Interagency Water Commission, and for the staff water person for all guidelines, manuals, and plans.
7. Chula Vista, through the Interagency Water Commission, should work to establish a new water use and conservation ethic in the IAWC planning area as a model for all San Diego County.

Among the more significant recommendations of the Water Task Force that will affect growth management in the future is recommendation number 5 regarding the preparation of a guidelines manual to set forth City policy with respect to water use, conservation, and reclamation for new developments. In addition, the recommendation suggests that the City of Chula Vista should adopt a water reclamation ordinance. This ordinance would be based on the model water reclamation ordinance as approved by the San Diego County Water Authority. The ordinance would include a landscape element and would utilize and implement the latest in reclamation technology.

In addition, recommendation number 6 of the Water Task Force speaks to the City taking a more active role in promoting conservation efforts in establishing guidelines for itself and all future developments within the City to conserve water. The examples for the conservation technique suggested include:

1. Low flow toilets and low flow shower heads.
2. Require hot water systems to be insulated in all new developments and/or upon resale of existing homes.
3. Require mandatory use of reclaimed water where the appropriate water agency has stated that it either currently has or will have the ability to develop such water.

4. Require each developer to prepare a water use/conservation report detailing the programs they propose to implement to reduce water demand.

The Water Task Force report contains a listing of numerous other recommendations which will be incorporated into the ongoing water conservation program in the future.

In addition to the Chula Vista Water Task Force recommendations, staff is working on some other ideas in a number of areas that need to be included in the program. Among these are the following notions:

1. Water conservation requirements beyond those currently being specified by either the Otay Municipal Water District or the Sweetwater Authority in conjunction with their voluntary water conservation programs.
2. To reevaluate the pricing structure for water and explore methods to create a pricing structure based upon actual amount of water used.
3. A look at different kinds of allocation/phasing development programs relating to water availability which may prevail after the Otay Municipal Water District Allocation Program is phased out in 1994.
4. Following through on many of the proactive ideas being explored by the Luke-Dudek study, which explored the feasibility of the City of Chula Vista treating its own sewage and providing water reclamation facilities.
5. To strengthen requirements on major projects for the use of reclaimed water, perhaps with additional requirements based upon some type of incentive system.
6. Reevaluation of strengthening the requirements for the use of drought resistant native plant materials in all new public and private projects within the City.
7. Exploring the possibilities of a citywide retrofit program in existing homes and business. The funding of such programs might be possible from grants and/or a fee program.
8. Looking at the long term feasibility of reverse osmosis and its potential within the City of Chula Vista through some sort of private funding mechanism.

As can be readily seen, the water area is extremely active both at the regional and local level in Chula Vista. Most of the regional standards and objectives will be in place this calendar year. The Inter-Agency Water Commission will begin work as the necessary implementing steps are completed.

All of these efforts will put more emphasis on Chula Vista's role in water related matters to ensure that there will be an adequate and stable water supply for the citizens of the community.

Many of these ideas are in various stages of implementation. With respect to new development, a water conservation plan will be required in conjunction with Sectional Planning Area (SPA) Plans. This will enable the Resource Conservation Commission and staff to review and evaluate the applicable water standards and policies at the project planning level, prior to public hearings by the Planning Commission and City Council. As the regional and local water standards and policies become refined and adopted by the appropriate agencies, they should then be incorporated into the City's Threshold Standards and Growth Management Program.

Proposed Interim Growth Management Policy

A Water Conservation Plan shall be required for all major development projects (50 dwelling units or greater, or commercial and industrial projects with 50 EDU's of water demand or greater). This plan shall be required at the Sectional Planning Area (SPA) Plan level, or equivalent for projects which are not processed through a Planned Community Zone.

This plan shall provide an analysis of water usage requirements of the proposed project, as well as a detailed plan of proposed measures for water conservation, use of reclaimed water, and other means of reducing per capita water consumption from the proposed project, as well as defining a program to monitor compliance. This plan shall be reviewed by the Resource Conservation Commission and Planning Commission, prior to final review and adoption by the City Council.

3.9 SEWER

3.9 Sewer

3.9.1 Existing Threshold Policy

Goal

To provide a healthful and sanitary sewer collection and disposal system for the residents of Chula Vista.

Objective

Individual projects will provide necessary improvements consistent with Sewer Master Plan(s) and City Engineering Standards.

Threshold

1. Sewage flows and volumes shall not exceed City Engineering Standards.
2. The City shall annually provide the San Diego Metropolitan Sewer Authority with a 12-18 month development forecast and request confirmation that the projection is within the City's purchased capacity rights and an evaluation of their ability to accommodate the forecast and continuing growth, or the City Engineering Department staff shall gather the necessary data. The information provided to the GMOC shall include the following:
 - a. Amount of current capacity now used or committed.
 - b. Ability of affected facilities to absorb forecast growth.
 - c. Evaluation of funding and site availability for projected new facilities.
 - d. Other relevant information.

The growth forecast and Authority response letters shall be provided to the GMOC for inclusion in its review.

Implementation Measure

Should the GMOC determine that a potentially serious problem exists with respect to sewers, it may adopt a formal "Statement of Concern" within its annual report. Such a "Statement" requires the City Council to consider the adoption of a resolution reflecting that concern during the public hearing on the GMOC's report, to be directed to the responsible public agency(s) with a follow-up to assure appropriate response by that agency.

3.9.2 Facility Master Plan

Sewer facilities are planned for in the "City of Chula Vista Wastewater Master Plan", dated July 19, 1989.

3.9.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Identify total system demands and treatment capacity requirements.
2. Identify on-site and off-site facilities necessary to service the projects demands.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Identify phased demands for all sewer trunk lines in conformance with the street improvements and in coordination with the construction of water facilities.
2. Identify location of facilities for on-site and off-site improvements, including reclaimed water facilities in conformance with the "City of Chula Vista Waste Water Master Plan", July 9, 1989.
3. Provide cost estimates for all facilities and proposed financing responsibilities.
4. Identify financing methods.

Tentative Map

1. Condition to provide on-site and off-site facility improvements by phase development.
2. Secure easements for dedication.
3. Identify specific financing for each improvement.
4. If sewerage out of basin, obtain a secured agreement to pay for the permanent trunk line facilities as determined by the City.
5. Potential condition to implement Metro II program concepts.

Final Map

1. Implement conditions.
2. Post secured financing for the improvements or construct the facility improvements.

3. Provide funding.
4. Dedicate easements.

Building Permits

1. Pay appropriate fees.

3.9.4 Service Analysis

The City of Chula Vista currently purchases capacity for wastewater treatment through the City of San Diego. The City oversees the construction, maintenance and the operation of the sewer trunk line system. The City Engineer is responsible for reviewing proposed developments and ensuring that the necessary sewer facilities are provided with each development project.

The Sewer Threshold Standard was developed to maintain healthful, sanitary sewer collection and disposal systems for the City of Chula Vista. Individual projects are required to provide necessary improvements consistent with the City of Chula Vista Wastewater Master Plan dated July, 1989 and shall comply with all City Engineering standards.

Sewer Facility Inventory

Wastewater treatment facilities are operated by the City of San Diego. The City of Chula Vista currently has capacity rights for the treatment of 19.2 million daily gallons (mdg.), with approximately 13.0 mdg. of flow being treated.

The City presently owns the major trunk sewers ranging in size from 6" to 36". The oldest lines were constructed almost 40 years ago of vitrified clay pipe which has a normal life expectancy of 75 years. Construction projects now use plastic pipe (PVC). There are eleven pump station locations. These major trunk collector sewers and the existing pump stations, as well as the improvements recommended in the master plan are listed in Figures 25, 26 and 27. The recommended sewer improvements and the sewer drainage basins are shown on Figure 28 and 29.

Figure 25
City of Chula Vista Sewer Inventory

Existing Facilities

Vitrified Clay Pipes and PVC	270 miles	6"-36"
		(GPM)
<u>Pump Stations</u>	<u>Number of Pumps</u>	<u>Capacity</u>
Marina	2	235
Tideland	2	326
Sandpiper	2	300
"G" Street	2	1,200
Chula Vista Woods	2	125
Rancho Del Rey	2	400
Deer Park	2	125 and 200
Corral Court	2	90
Surrey Place	2	115
Police Department	2	75
Ed Hall	2	100

Figure 26
City of Chula Vista Recommended Trunk Sewer Improvements

<u>Drainage Basin</u>	<u>Required* Facilities</u>	<u>Estimated Cost</u>
Main Street Basin	40,700' parallel trunk line	\$ 5,784,300
Telegraph Canyon Basin	44,471' parallel trunk lines	\$ 2,829,393
"G" Street Basin	8,627' parallel trunk lines	\$ 501,138
Sweetwater Basin	8,480' parallel trunk lines	\$ 566,329
Otay Valley Interceptor		_____
Total all Basins	102,278 feet	\$ 9,645,160

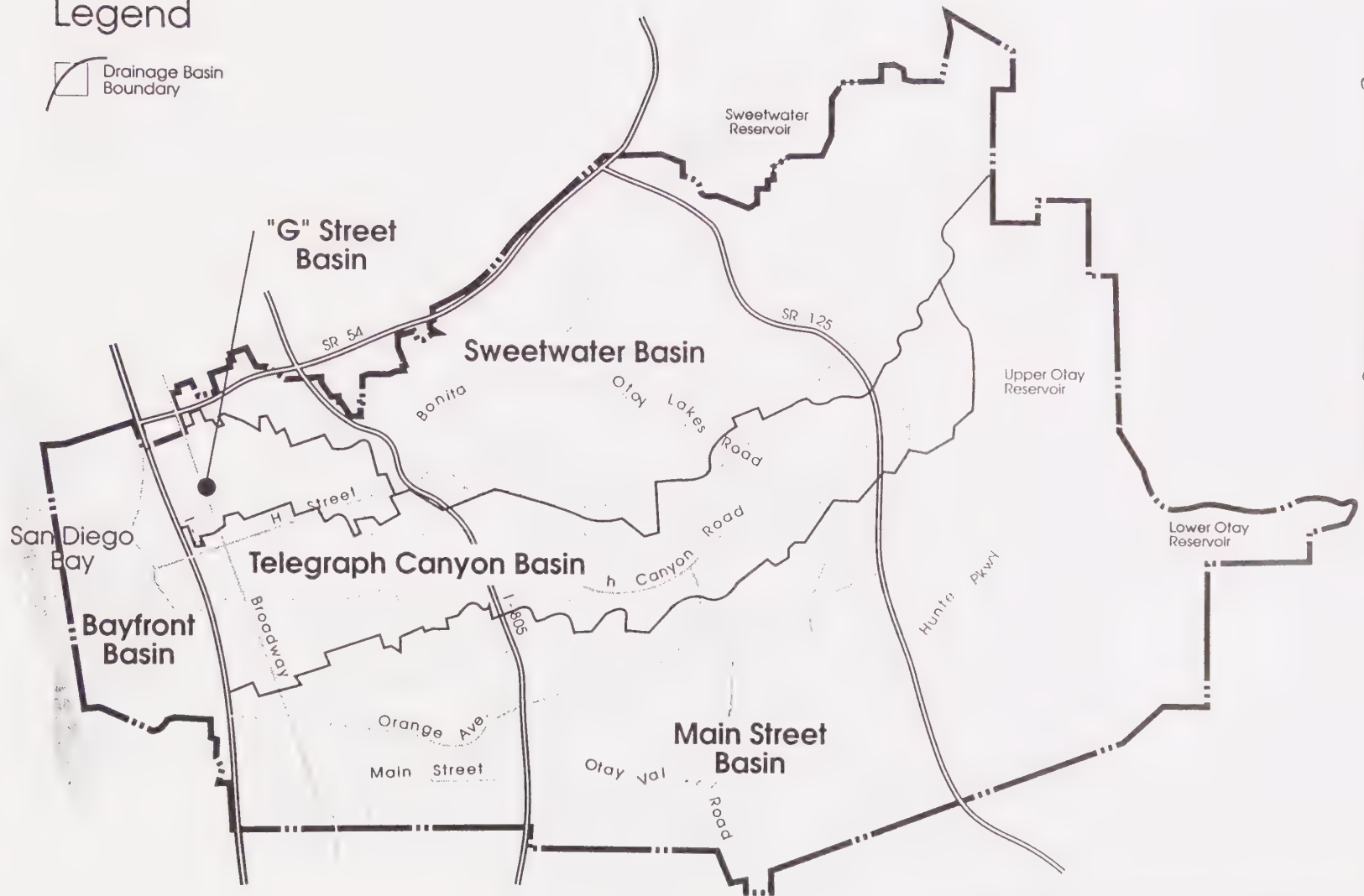
- * There are several new trunk lines, including the Otay Valley Interceptor, shown in the wastewater master plan and on Figure 29 which do not as yet have preliminary cost estimates or estimated lengths. This information will be added to this plan when it becomes available.

Figure 27
City of Chula Vista Recommended Pump Station Improvements

<u>Pump Station</u>	<u>Recommended Improvements</u>	<u>Estimated Project Cost</u>
Marina	Emergency Generator Connection	\$ 4,000
Tideland	Increase Capacity (1) Emergency Generator Connection	60,000
Sandpiper	Emergency Generator Connection	4,000
"G" Street	Emergency Generator Connection	5,200
Chula Vista Woods (if station is not replaced by sewer)	Two 4-inch pumps Two 20 HP motors Emergency Generator Connection	10,000 6,000 4,000
Rancho del Rey	Emergency Generator Connection	4,000
Deer Park	Emergency Generator Connection	4,000
Corral Court	Emergency Generator Connection	4,000
Surrey Place (if station is not replaced by sewer)	Emergency Generator Connection	4,000
Police Department	No Improvements Required	0
Ed Hall	Emergency Generator Connection	4,000
All Stations	Purchase Trailer Mounted Emergency Generator (approximately 50 KW rating)	4,000
TOTAL PUMP STATION IMPROVEMENTS		\$144,200

(1) Replace pump station due to age

Legend



Note: All locations are approximate.

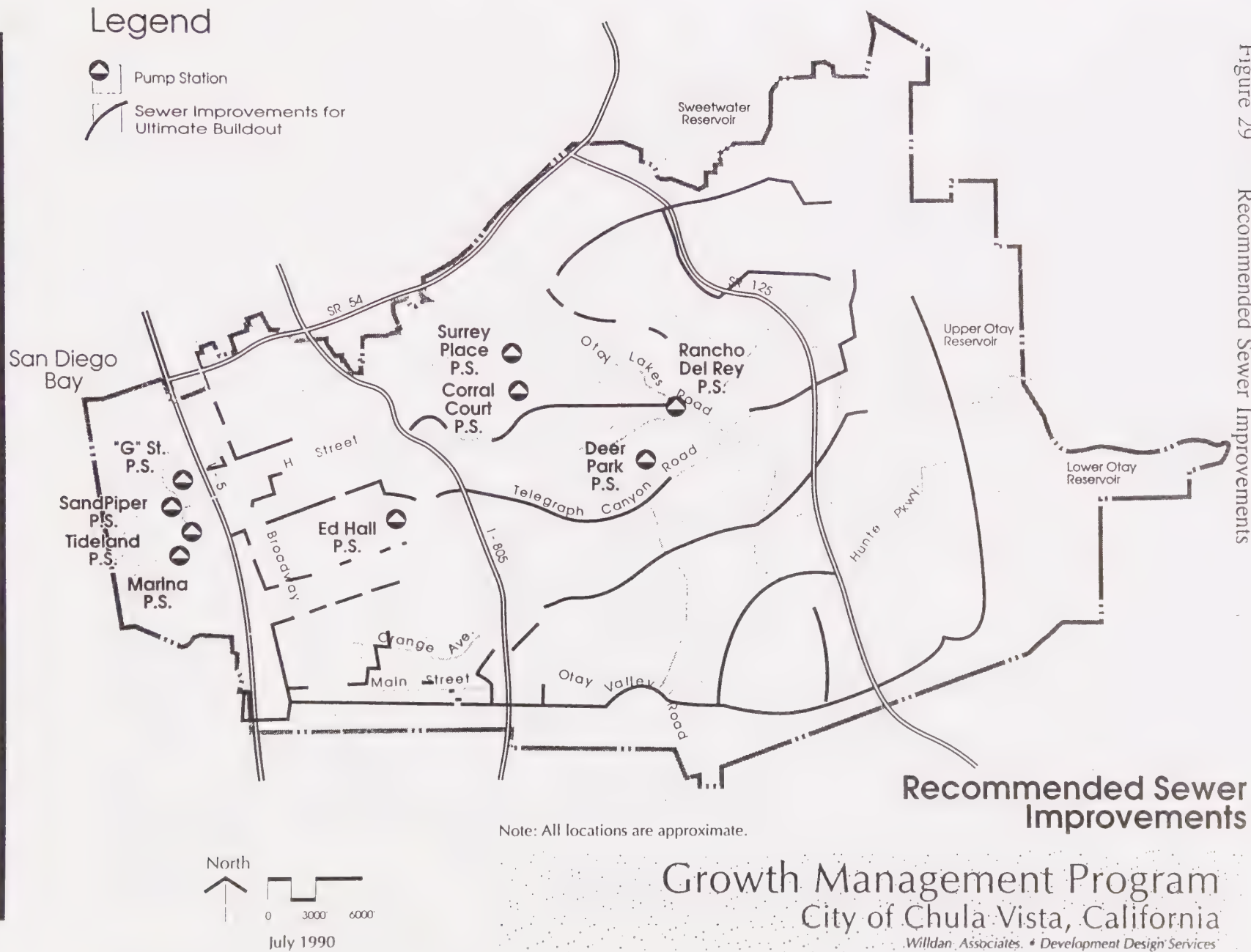
Sewer Drainage Basins

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City of Chula Vista, California

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Figure 28 Sewer Drainage Basins

Figure 29 Recommended Sewer Improvements



3.9.5 Adequacy Analysis

The wastewater master plan evaluates sewer facilities from two aspects. The current and future adequacy of trunk sewers and the future wastewater treatment facilities.

Wastewater Treatment

Since only 13.0 million daily gallons (mdg) of wastewater are treated by the City of San Diego and the capacity is 19.2 mdg, there is a capacity surplus of 6.2 mdg. Listed are land uses for Chula Vista and the established output of wastewater per day, as shown in the Wastewater Master Plan

- | | | |
|----|---------------|--|
| 1. | Residential | 216 gallons per Dwelling Unit per day* |
| 2. | Commercial | 1,500 gallons per acre per day |
| 3. | Industrial | 2,000 gallons per acre per day |
| 4. | Institutional | 1,200 gallons per acre per day |

* The 216 gallons per D.U. is based on usage by a population average of all the densities in the residential land use categories.

The Development Pipeline, as shown on Figure 4 lists 8,118 residential dwelling units, 188.2 acres of industrial, and 70.4 of commercial acres in the Tentative and Final Map approval categories. Using the per day wastewater figures for each land use, equates a total of 2,235,488 gallons per day of wastewater generation to Final and Tentative Maps, reducing the capacity surplus from 6.2 to 3.96 mdg. This surplus capacity, as a comparison, can accommodate 18,342 DU's.

<u>Land Use</u>	<u>DU or Acres</u>	<u>Total Daily Gallons</u>
Residential	8,118 DU	1,753,488
Commercial	70.4 Ac	105,600
Industrial	188.2 Ac	<u>376,400</u>
Total		2,235,488

The Federal Clean Water Act requires all Wastewater Discharges to upgrade their Sewerage System Facilities to the secondary treatment level. Chula Vista is working with the City of San Diego's Clean Water Program which is formulating an action plan for both treatment upgrade and expansion of capacity. The Clean Water Program for Greater San Diego selected alternative involves the construction of six major water reclamation plants including one in the Otay River Valley. This

plant would serve both the Otay Mesa Area and Chula Vista's needs in the eastern territories.

The City of Chula Vista authorized Dudek Engineering to perform a complete study of wastewater treatment and disposal alternatives as it affects Chula Vista. As a result of this study, Chula Vista will determine whether the Clean Water Program's alternative, or some other option, is in Chula Vista's best interest for providing the required treatment upgrade and/or additional capacity required for the total 49,257 Residential Dwelling Units plus Industrial and Commercial acres shown on Figure 4.

Trunk Sewers

The wastewater master plan evaluates the trunk sewer and peak flow capacities for all basins in the City. Based upon this and further analysis there are no current capacity problems in any of the existing trunk lines. The master plan's comparisons were of current sewer flows in relation to the design capacity of each size sewer line. The design capacity is a standard for peak flows based on the sewer line's size. The design capacity flow rate is low compared to actual sewer pipe capacities. But evaluating the design capacity as opposed to the actual flow capacity, establishes an early warning system which will identify where future improvements may be necessary. The report indicates that current peak flows exceed existing design capacities on sections of pipes in the Main Street Basin, Telegraph Canyon Basin, the "G" Street Basin and the Sweetwater Basin. Although the design capacity has been exceeded in portions of these lines, there is no immediate sewer line capacity problem.

The construction of new sewer trunk lines must be phased with the construction of streets. There are currently no trunk line capacity problems. The wastewater treatment requirements and sewer trunk line system are currently meeting the threshold standard.

3.10 DRAINAGE

3.10 Drainage

3.10.1 Existing Threshold Policy

Goal

To provide a safe and efficient storm water drainage system to protect residents and property in the City of Chula Vista.

Objective

Individual projects will provide necessary improvements consistent with the Drainage Master Plan(s) and City Engineering Standards.

Threshold

1. Storm water flows and volumes shall not exceed City Engineering Standards.
2. The GMOC shall annually review the performance of the City's storm drain system to determine its ability to meet the goals and objectives above.

Implementation Measure

Should the GMOC determine that the Threshold Standard is not being satisfied, then the City Council shall formally adopt and fund tactics to bring the storm drain system into conformance. Construction or other actual solution shall be scheduled to commence within three years.

3.10.2 Facility Master Plan

Drainage facilities are planned for in the "City of Chula Vista Public Facilities Plan Flood Control Summary Report, dated March 1989 (Phase II)".

3.10.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Identify existing flow conditions and project ultimate flows from the proposed project.
2. Identify on-site and off-site facilities necessary to service the projects demands and the basin.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Identify phased demands.
2. Identify locations of facilities for on-site and off-site improvements.
3. Provide cost estimates.
4. Identify financing methods.

Tentative Map

1. Condition to provide on-site and off-site facility improvements by phase development.
2. Demonstrate conformance with street improvements and coordinate with sewer and water facilities construction.
3. Secure required easements for dedication in conformance with "City of Chula Vista Public Facilities Plan Flood Control Summary Report", March 1989.
4. Identify specific financing for each improvement.

Final Map

1. Implement conditions.
2. Provide funding.

Building Permits

1. Pay appropriate fees.

3.10.4 Service Analysis

The City of Chula Vista, through its Public Works Department, is responsible for ensuring that safe and efficient storm water drainage systems are provided concurrent with development in order to protect the residents and property within the city. City staff shall review individual projects to ensure that improvements are provided which are consistent with the drainage master plan(s) and that the project complies with all City engineering drainage standards.

The City of Chula Vista Public Facilities Plan, Flood Control Summary Report, March, 1989, shows fifteen major drainage basins in Chula Vista. These drainage basin boundaries were determined by existing topography, drainage conditions and land uses and are shown on Figure 31. Four of these are essentially developed and not expected to have significant changes in runoff. Eleven drainage basins are east of Interstate 805 with one of the basins, Long Canyon, mostly developed to the predicted densities in Scenario 4 of the general plan. Only the remaining ten basins will experience major development and the subsequent changes in drainage conditions.

The City's Drainage Master Plan analyzed current and future requirements for drainage facilities. The report details three alternative solutions for drainage in each basin. Because drainage facilities are directly related to the type and location of future development, it is not possible to determine which specific improvements will be required until the development project is presented and reviewed by staff.

Drainage Inventory

The drainage inventory consists of a list of ten drainage basins. Within the basins there are eighty-two facilities, some existing, some future, which require future improvement. For each facility there are three basic construction alternatives, a natural channel, a concrete lined channel, or a concrete lined channel with grade control. Two of these alternatives contain two more alternatives, the choice between a culvert and a bridge. The number of possible alternative combinations and the related cost estimates are too extensive to be shown in a table in this section. Existing and proposed drainage facilities are listed in The City of Chula Vista Public Facilities Plan, Flood Control Summary Report. The total facilities cost estimate ranges from a low of \$17,990,000 to a high of \$79,300,000.

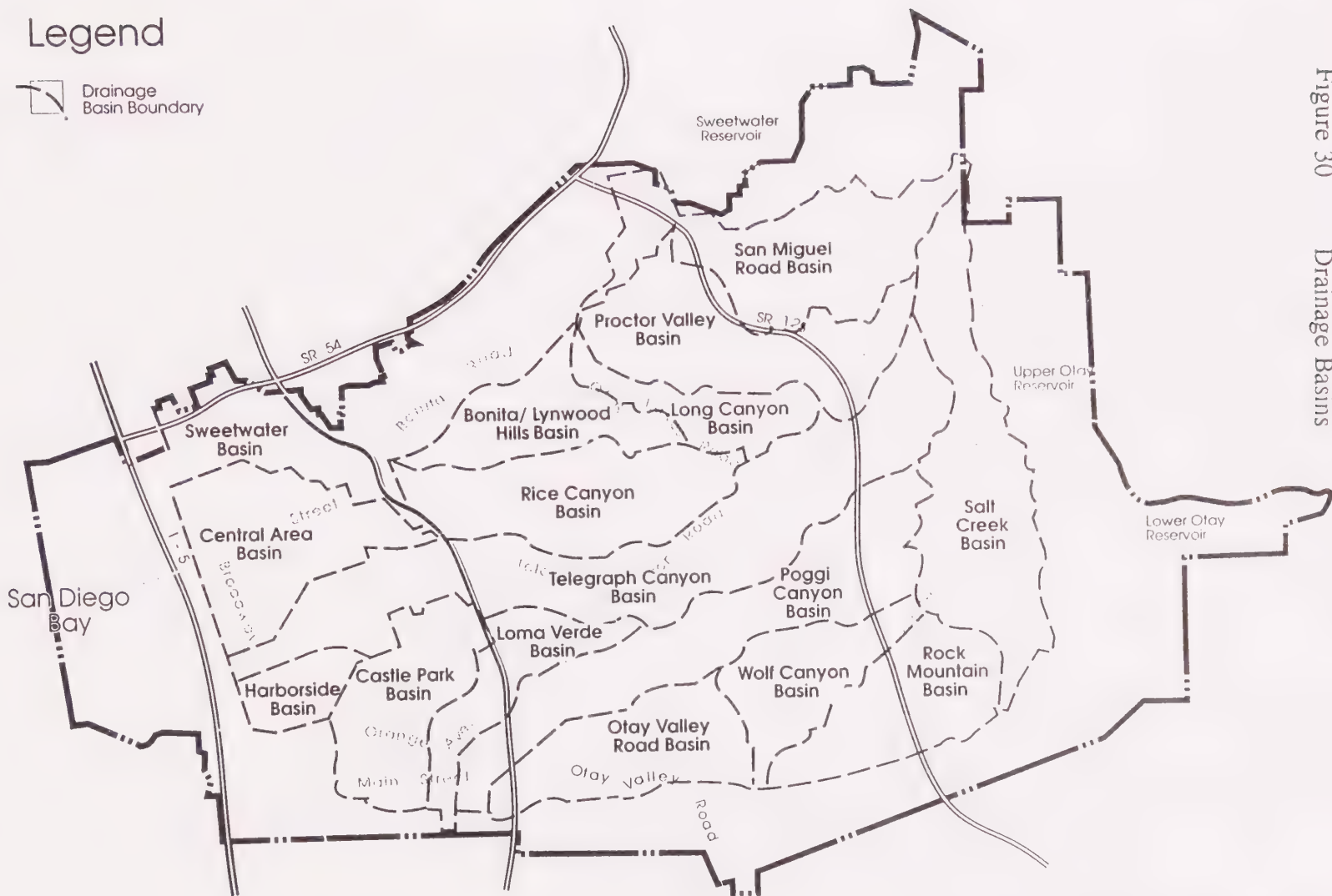
3.10.5 Adequacy Analysis

In 1988, the Environmental Protection Agency proposed and passed regulations with the goal of controlling or eliminating the pollutants in surface runoff. The Nonpoints Pollution Discharge Elimination System (NPDES), when implemented, will reduce pollutants such as oils, gas and tire residue, fertilizers and dirt from entering California waterways via the storm drains throughout the state.

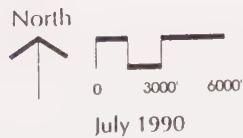
The regional Water Quality Control Board published and issued the regulations on July 20, 1990. They went into effect in August 1990. With an "early permit" issued by the Control Board, Chula Vista will have 5 years to comply with the regulations.

Figure 30

Drainage Basins



Note: All locations are approximate.



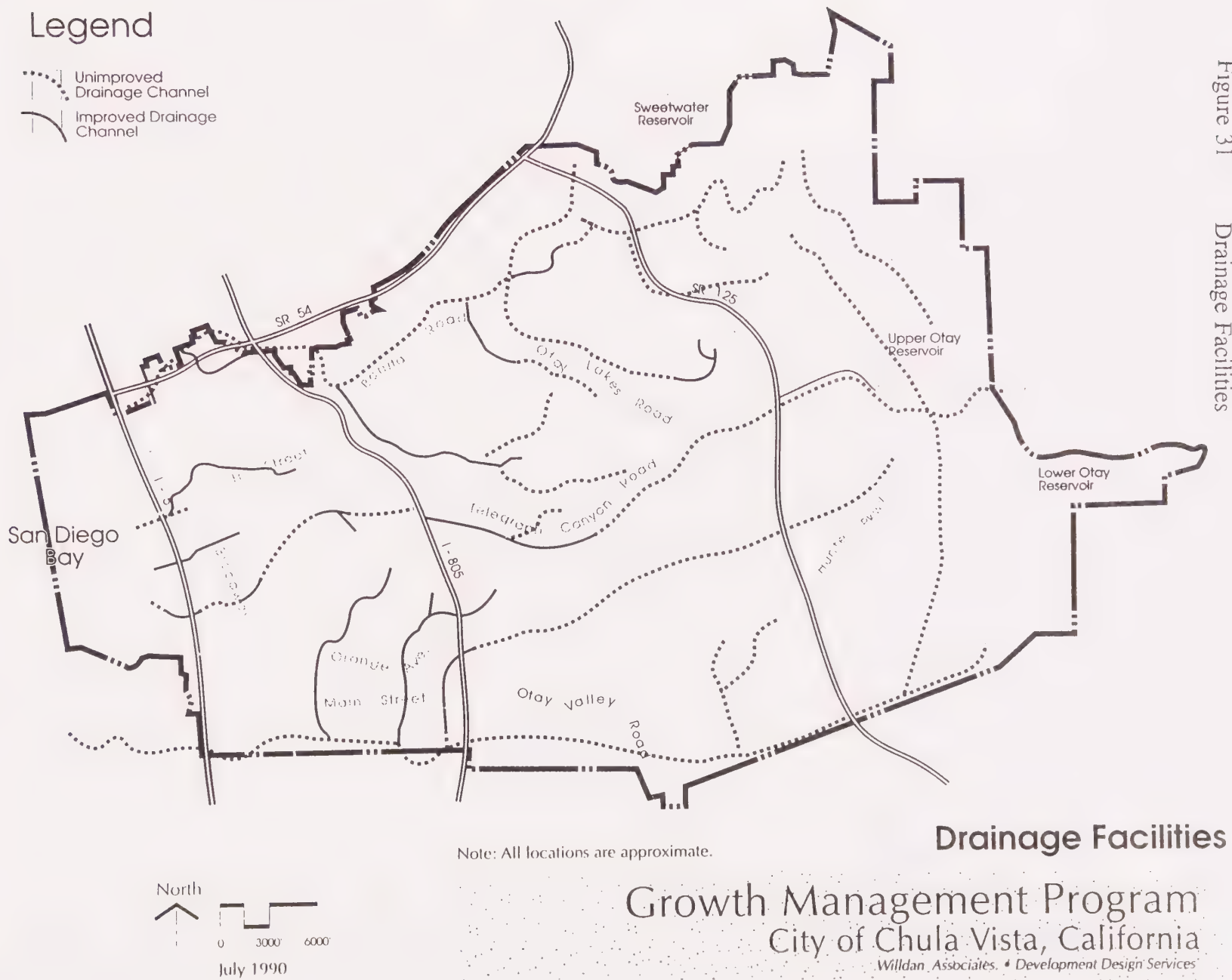
Drainage Basins

Growth Management Program
City of Chula Vista, California

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Figure 31

Drainage Facilities



Although the implementation of this system is projected to have a financial impact on existing as well as proposed development, the significance of the impact is not known at this point. Project approvals currently include a condition for the subdivision to participate in the program when it is implemented.

Each new subdivision is required to construct all drainage facilities needed to handle storms and the resultant discharge into downstream facilities. This constant construction of drainage facilities on a project by project basis is a consistent monitoring method of adequacy. Any developer building streets earlier than scheduled by the city, for reimbursement, will be required to construct all drainage facilities in the street and to handle the discharge from the street into downstream facilities. No major problems have been identified with relation to new growth in 1989 because developers have constructed detention basins which control downstream flows. Drainage facilities currently conform to the threshold standard.

3.11 AIR QUALITY

3.11 Air Quality

3.11.1 Existing Threshold Policy

Goal

To maintain and improve the ambient air quality enjoyed by the citizens of Chula Vista.

Objective

Recognizing that air quality is a local and regional issue, the City shall implement the tactics established in the Regional Air Quality Maintenance Plan (AQMP) and in addition, address air quality issues associated with new development.

Threshold

The City shall annually provide the San Diego Air Pollution Control District (APCD) with a 12-18 month development forecast and request an evaluation of its impact on current and future air quality management programs, along with recent air quality data. The growth forecast and APCD response letters shall be provided to the GMOC for inclusion in its annual review.

Implementation Measure

Should the GMOC determine that a potentially serious problem exists with respect to air quality, it may adopt a formal "Statement of Concern" within its annual report. Such a "Statement" requires the City Council to consider the adoption of a resolution reflecting that concern during the public hearing on the GMOC's report, to be directed to the responsible public agency with follow up to assure appropriate response by that agency.

3.11.2 Facility Master Plan

The Air Pollution Control District is updating the Air Quality Maintenance Program to comply with the California Clean Air Act. There is no local Master Plan for Air Quality.

3.11.3 Project Processing Requirements

An Air Quality Improvement Plan shall be required for all major development projects (50 dwelling units or greater, or commercial or industrial projects with equivalent air quality impacts to a residential project of 50 dwelling units).

3.11.4 Adequacy Analysis

The Air Pollution Control District staff in conjunction with SANDAG is currently preparing guidelines entitled Framework for Review of Indirect Sources which will assist local agencies in establishing a mitigation program to attain clean air standards established by the state's Clean Air Act of 1988. The California Clean Air Act requires that an Air Quality Plan be prepared for areas of the state that have not met air quality standards. These plans must include a wide range of control measures to the extent necessary to attain the clean air standards and to maintain such standards. The key goal of the act is to reduce the sources of air pollution contributing to smog. Areas like San Diego County which do not meet the state air quality standards for smog will be required to reduce hydrocarbon and oxides of nitrogen emissions by 5 percent a year among other numerous requirements.

The State Clean Air Act requires that the local Air Pollution Control Board in conjunction with SANDAG and others prepare an updated air quality plan and submit said plan to the California Air Resources Board by July of 1991. This plan must contain transportation control measures, transportation system measures, and direct source regulations.

In 1991, the Air Pollution Control Board will adopt criteria for developing a transportation control measures plan. The plan will be prepared by SANDAG according to the criteria of APCD and, once completed, the plan will be implemented through district regulations and transportation system improvements. Examples of regulations could include:

1. Ride sharing and van pool programs.
2. Employer subsidized transit ticket passes.
3. Flexible work schedules to accommodate ride sharing and transit.
4. Telecommuting and teleconferencing.
5. Parking incentives to support ride sharing.
6. Trip management education.
7. Limiting heavy duty truck traffic during peak commute periods and reducing the number of trips through better fleet management.
8. Measures to reduce trips to large facilities.

In addition, the Air Quality Plan will contain transportation system measures to attempt to reduce motor vehicle pollution by some of the following measures:

1. Adding more high occupancy vehicle bypass ramps and lanes.
2. Improving transit services.
3. Special bridge toll rates for drivers who ride share.
4. Increase bus fleets and upgrading of vehicles.
5. Development of long range policies supporting vehicle trip reduction.

In addition, the plan will include indirect source regulations which would be aimed at reducing or mitigating emissions from indirect and area wide sources which attract traffic. Key elements for indirect source regulation would include the following:

1. New source review and approval prior to construction.
2. Determine if the project is consistent with the APCD Air Quality Plan.
3. Analysis of the location, distance, time of day, vehicle occupancy, and mode split.
4. Assess the quantity of air pollution which could result from the project.
5. Require the best available design to reduce trips, maintain or improve traffic flow, reduce vehicle miles traveled and implement appropriate transportation control measures.
6. Define the means for monitoring results.
7. Issue a permit specifying air quality construction and operating requirements to provide a basis for determining ongoing compliance.

Briefly, these are the elements the Air Pollution Control District will be including in the Air Quality Plan to meet Clean Air Act requirements.

Within this context of a long term strategy to be carried out by the State and the Air Pollution Control District, Chula Vista must also do its fair share. The state law does provide for the delegation of Air Pollution Control District Regulations to local agencies if the following conditions are met:

1. Measures adopted and implemented are as stringent as the District's measures.
2. The local agencies submitting an implementation plan have sufficient resources and the District approves the plan.
3. The District adopts procedures to audit local agency performance to ensure compliance. The District can revoke the delegation for inadequate performance.

Currently, the City of Chula Vista is participating in the regional effort to implement the transportation demand ordinance. Staff is evaluating the model transportation demand ordinance prepared by SANDAG. The near term focus of the regional transportation demand program will be on the largest components of the principal traffic stream including employment travel, college and university student travel, and goods movement. The objectives for each of the larger traffic components are as follows:

1. The objectives of the freeway traffic element policies and programs shall lead to the achievement of a 1.4 average vehicle occupancy rate for all area freeways during the principal travel period by the year 2000 and a 1.5 average vehicle occupancy rate by the year 2010.
2. The objectives of the employment traffic element policies and programs shall lead to the achievement of a 50 percent drive alone ratio for region wide employment traffic during the principal travel period by the year 2000 and 40 percent drive alone ratio by the year 2010.
3. The objectives of the college and university traffic element policies and programs shall lead to the achievement of a 50 percent student drive alone ratio by the year 2000 and a 40 percent student drive alone ratio by the year 2010.
4. The objective of the goods movement traffic element policies and programs shall lead to the achievement of a 25 percent reduction in goods movement traffic during the principal travel period by the year 2000 and a 35 percent reduction by the year 2010.

Violation of the transportation demand management ordinance as currently proposed may constitute a violation of the Regional Air Quality Plan.

The basic requirements of the transportation demand management ordinance will be to require employers to prepare plans to carry out the objectives of the program and to file annual reports showing the degree of compliance with said standards. In addition, each college and university will develop, implement, and promote student commute alternatives in order to achieve the regional college university student drive alone targets.

Finally, with respect to the goods movement/trucking traffic element, each business providing goods movement/traffic trucking services shall develop, implement, and promote a non-peak period delivery program as well as other measures to further reduce truck traffic during the principal travel period which

is defined as between 6:30 a.m. to 8:30 a.m. through 1995 after which time it shall be 6:00 a.m. to 9:00 a.m.

All of the regional air quality strategies are mandated by state law and require local compliance once the new Air Quality Plan is approved by the State Air Resources Board in 1991. The new requirements are extensive and will dramatically impact local cities such as Chula Vista. During this interim period until the new plan is adopted and becomes effective, it is recommended that the City begin to incorporate mitigation measures into the development process by adding an indirect source evaluation and plan requirement on new development. In addition, staff is suggesting that the referral from City Council regarding the preparation of the transportation demand management ordinance be given immediate attention to gain a head start on implementing the forthcoming Regional Air Quality Plan.

Proposed Interim Growth Management Policy

An Air Quality Improvement Plan shall be required for all major development projects (50 dwelling units or greater, or commercial or industrial projects with equivalent air quality impacts to a residential project of 50 dwelling units). This plan shall be required at the Sectional Planning Area (SPA) Plan level, or equivalent for projects which are not processed through a Planned Community Zone.

This plan shall provide an analysis of air pollution impacts which would result from the project, and will be required to demonstrate the best available design to reduce vehicle trips, maintain or improve traffic flow, reduce vehicle miles traveled, including implementation of appropriate traffic control measures, and other means of reducing emission (direct or indirect) from the project, as well as defining a program to monitor compliance. This plan shall be reviewed by the Resource Conservation Commission and Planning Commission prior to final review and adoption by the City Council.

3.12 ECONOMICS

3.12 Economics

3.12.1 Existing Threshold Policy

Goal

To provide land uses and activities which respond to the economic needs of the residents and the City of Chula Vista.

Objective

1. Monitor the impacts of growth in the community on the City of Chula Vista's fiscal well being, considering both operating and capital improvement costs and revenues; and
2. Monitor the economic health of the community, considering the appropriate overall balance of housing and jobs, as well as the mix of various types of commercial, office, and industrial development.

Threshold

1. The GMOC shall be provided with an annual fiscal impact report which provides an evaluation of the impacts of growth on the City, both in terms of operations and capital improvements. This report should evaluate actual growth over the previous 12-month period, as well as projected growth over the next 12-18 month period, and 3-5 year period.
2. The GMOC shall be provided with an annual "economic monitoring report," which provides an analysis of economic development activity and indicators over the next previous 12-month period, as well as projected growth over the next 12-18 month period, and 3-5 year period.

Implementation Measure

Should the GMOC determine that a potentially serious problem exists with respect to economics, it may adopt a formal "Statement of Concern" within its annual report. Such a "Statement" requires the City Council to consider the adoption of a resolution reflecting that concern during the public hearing on the GMOC's report.

3.12 FISCAL

3.12 Fiscal

3.12.1 Existing Threshold Policy

Goal

To provide land uses and activities which respond to the economic needs of the residents and the City of Chula Vista.

Objective

Use Fiscal Impact Reports (FIRs) and Public Facility Financing Plans (PFFPs) to evaluate and plan for healthy fiscal attributes in balance with environmental, social, and public policy criteria.

1. Monitor the impacts of growth in the community on the City of Chula Vista's fiscal well being, considering both operating and capital improvement costs and revenues; and
2. Monitor the development impact fee programs, considering the appropriate and timely use of such funds.

Threshold

1. The GMOC shall be provided with an annual fiscal impact report which provides an evaluation of the impacts of growth on the City, both in terms of operations and capital improvements. This report should evaluate actual growth over the previous 12-month period, as well as projected growth over the next 12-18 month period, and 5 to 7 year period.
2. The GMOC shall be provided with an annual "development impact fee report," which provides an analysis of development impact fees collected and expended over the previous 12-month period.

Implementation Measure

Should the GMOC determine that a potentially serious problem exists with respect to the fiscal threshold standard, it may adopt a formal "Statement of Concern" within its annual report. Such a "Statement" requires the City Council to consider the adoption of a resolution reflecting that concern during the public hearing on the GMOC's report.

3.12.2 Facility Master Plan

There is no existing Master Plan for Fiscal issues. However, a long range fiscal impact study was prepared by P&D Technologies as part of the Chula Vista General Plan.

3.12.3 Project Processing Requirements

Applicants shall meet the following requirements at each stage in the development process.

General Development Plan

1. Prepare a fiscal report dealing with the buildout revenue-v-expenditures analysis.

Sectional Planning Area Plan/Public Facilities Finance Plans

1. Prepare a phased fiscal report dealing with revenue-v-expenditures including maintenance and operations.

Tentative Map

1. Conditions to implement fiscal plan.

No tentative map shall be approved unless a fiscal impact analysis has been prepared for the project which is consistent with City requirements that are in effect when the project is considered for approval.

Final Map

1. Implement conditions

3.12.4 Discussion

The fiscal threshold has a goal of providing land uses and activities which respond to the economic needs of the community. As part of the third annual review by the Growth Management Oversight Commission, City staff provided information and statistics covering sales tax per capita, number of business outlets with retail sales permits, median household income, assessed property valuation, etc.

As a result, the GMOC recommended a revised threshold standard for fiscal issues. The recommended changes to the objective and threshold were approved by the City Council and have been incorporated in this section.

3.13 CIVIC CENTER

3.13 Civic Center

3.13.1 Existing Threshold Policy

Threshold Standard

The Civic Center Expansion with an accompanying threshold standard was not one of the facilities originally considered by the Growth Management Oversight Commission. The facility information is being provided in this report to aid the City in establishing operational benchmarks which will determine construction phasing of the Civic Center.

Introduction

Although the existing Civic Center successfully accommodated city administration offices prior to the mid-1980's population growth, increase in City staff to meet new demands of growth has caused increasing congestion problems. Most staff in the Public Services Building experience space shortages, lack of privacy and storage, and frequent noise distractions. This was reported in a survey which is included in the Civic Center Master Plan dated May 8, 1989. Site Alternative Three "The Suburban Scheme" was selected from the master plan at a council conference on June 22, 1989.

Civic Facilities Inventory

Figure 32
Civic Facilities Inventory

Existing Facilities

Civic Center	111,940 square feet
Previous County Health Center	3,120 square feet
Future Public Works Inspection Division (off-site)	1,200 square feet
TOTAL	116,260 square feet
Parking Lots	333 spaces

<u>Future Facilities</u>		<u>Size</u>	<u>Estimated</u>
<u>Cost</u>			
1.	City Hall	25,765 sf*	\$ 2,203,300
2.	Public Services Facility	40,615 sf*	3,023,500
3.	New City Hall Annex	28,925 sf*	3,023,600
4.	Legislative Offices	6,000 sf*	1,330,000
5.	Subterranean Parking	126 spaces	1,008,000
6.	Parking Structure	359 spaces	2,872,000
7.	Demolition	5,920 sf	83,600
8.	Surface Parking	45,425 sf	227,100
9.	Misc. Site Improvements	15,000 sf	180,000
10.	Landscaping	55,000 sf	698,500
11.	Land Acquisition (459 F Street)	---	---
12.	Master Plan	---	<u>65,250</u>
TOTAL			\$15,459,300

*Some of the size figures represent a combination of remodeled existing square footage and newly constructed square footage. The completed civic facilities will total 149,120 square feet with 625 parking spaces.

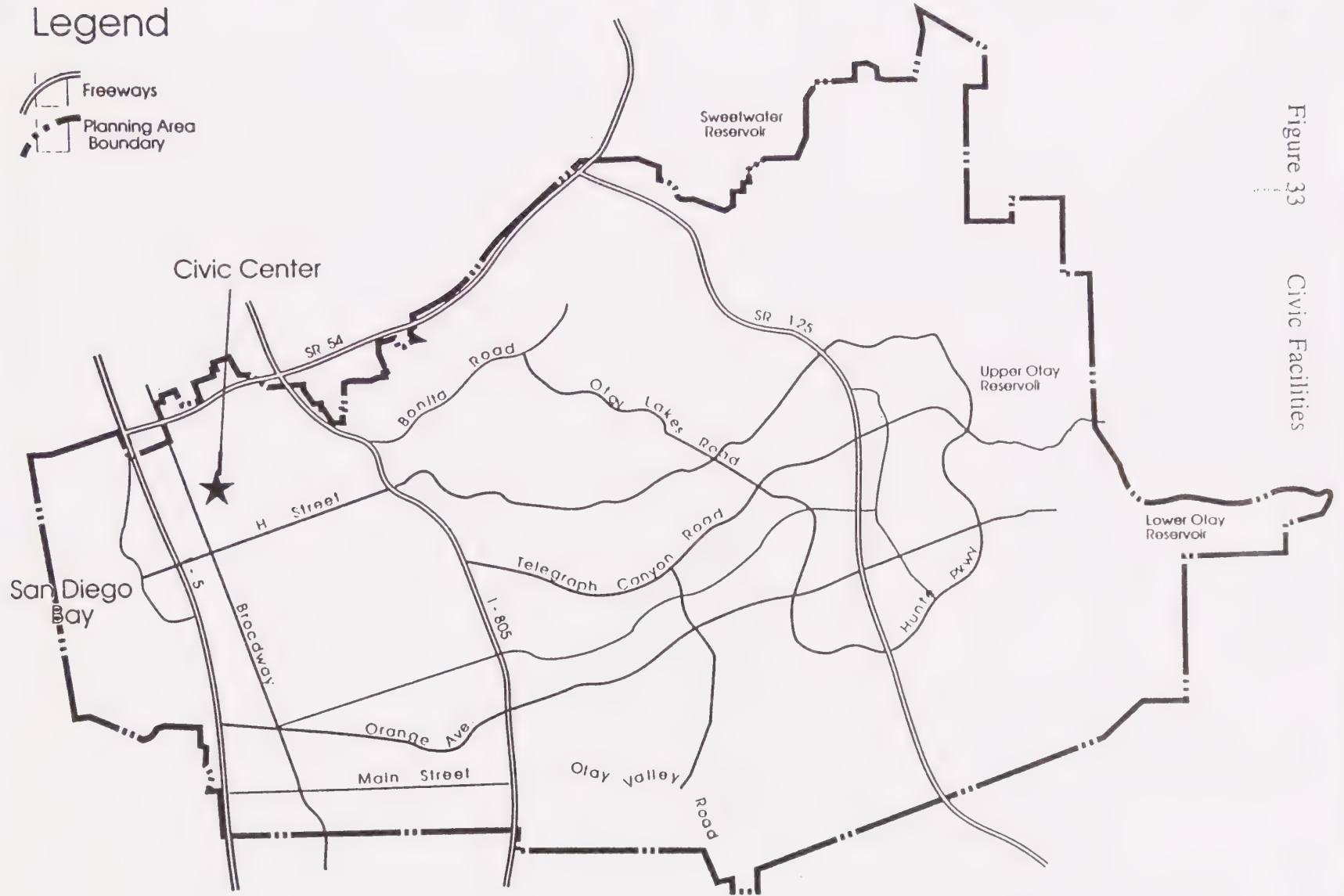
3.12.2 Adequacy Analysis

The Master Plan for the Chula Vista Civic Center shows 126,990 square feet of Civic Center facilities are needed to serve the population in 1988. This identifies an existing space deficiency of 15,050 square feet. Since the writing of the Master Plan, the City has acquired the 3,120 square foot County Health building and a 1,200 square foot Public Works office. They are both listed under Existing Facilities. Because of this increase in square footage, the deficiency is reduced to 10,730 square feet.

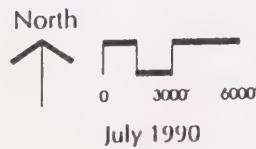
The need for the Civic Center can not be easily related to population figures or acres of commercial and industrial land which will be developed in the future. The facilities, according to the master plan, are currently inadequate because of the lack of space. This inadequacy will worsen as employee numbers and their workloads increase in response to demands for services, which are generated by new development.

Currently (FY 1990-91) the City is moving ahead to implement Phase #1 of the Civic Center Master Plan by acquiring additional land to the west of the existing Civic Center for the proposed parking garage.

Legend



Note: All locations are approximate.



Civic Facilities

Growth Management Program
City of Chula Vista, California

Willdan Associates, • Development Design Services

CIVIC CENTER

Figure 33

Civic Facilities

3.14 CORPORATION YARD

3.14 Corporation Yard

3.14.1 Existing Threshold Policy

Threshold Standard

The Corporation Yard Relocation with an accompanying threshold standard was not one of the facilities originally considered by the Growth Management Oversight Commission. The facility information is being provided in this report to aid the City in establishing operational benchmarks which will determine phasing of the corporation yard relocation.

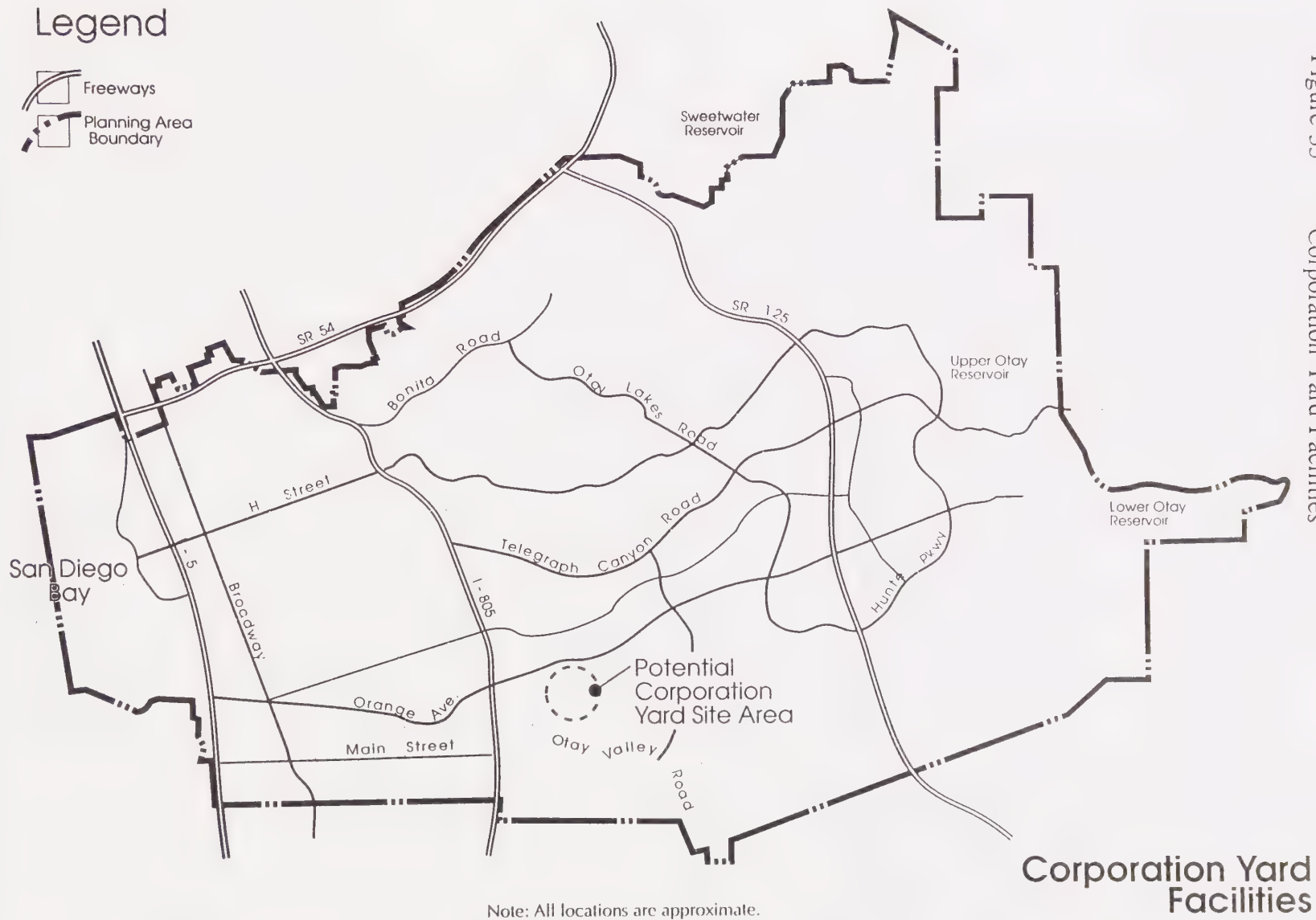
Introduction

The corporation yard is currently operating beyond capacity. New development, with its resultant increase in required maintenance services, creates a need for a larger corporation yard. The new yard may be located east of Interstate 805 because of the availability of centrally located large parcels. A City staff memo dated November 11, 1987 states that 15 acres are needed to accommodate 85,010 square feet of office and storage and 228,000 square feet of parking.

Figure 34
Corporation Yard Inventory

<u>Existing Facilities</u>		<u>Location</u>
Corporation Yard		707 "F" Street
<u>Future Facilities</u>		<u>Cost Estimate</u>
1.	Buildings	\$ 4,699,491
2.	Outside Storage	1,031,362
3.	Parking	543,598
4.	Site preparation and grading	4,000,000
5.	Site development, utilities, and landscaping	1,181,260
6.	Site acquisition	<u>1,995,000</u>
TOTAL		\$ 13,450,711

Figure 35 Corporation Yard Facilities



Note: All locations are approximate.



Growth Management Program
City of Chula Vista, California

Willdan Associates, • Development Design Services

3.14.2 Adequacy Analysis

The growth in population, increase in street miles and the expansion of developed areas in Chula Vista, requires more equipment for maintenance as well as more space for storage and the administration of increased numbers of employees. The need for a larger Corporation Yard can be specifically related to new development and its effect on all of these subjects.

The existing corporation yard located at "F" Street and Woodlawn no longer accommodates present demands. The City Council approved an agreement on May 22, 1990 between the City and Rancho Del Sur (Sunbow). The agreement grants the City an option to acquire "15 net usable acres" within the 46 acre site referred to in the Phase II Tentative Map, Chula Vista Tract Map 90-7 as Unit 19. The City must close the purchase transaction prior to June 1, 1992 according to the agreement. This area of Sunbow is being considered because it provides a central location as the City grows to buildout and because a large parcel of land is available east of Interstate 805 which is suitable for a corporation yard.

4. DEVELOPMENT PHASING

DEVELOPMENT PHASING

4.1 Phasing Policy

The purpose of this section is to discuss the various issues related to phasing of new development, and to set forth proposed policies related to development phasing which need to be included in the proposed growth management program.

Location

One principal factor in an overall development phasing policy is the location of new major traffic facilities as well as related public facilities.

Existing development stretches from Interstate 805 to the east along major streets such as East H Street and Telegraph Canyon Road. Both of these streets have been improved in conjunction with new development to maintain adequate levels of service. The location of future growth will most logically follow the same west to east pattern along Orange Avenue corridor as well as the continued extension of East H Street and future extensions of Palomar and Otay Valley Road. These major west/east streets follow the topographic features of the land and, as such, are limited in number and location.

Approved development, final and tentative subdivision maps, when built out will form a continuous corridor of development from Interstate 805 to Upper and Lower Otay Reservoir along the H Street/Telegraph Canyon Road corridor. Guiding future growth into areas which can be best served by public facilities depends in large part on the future plans to construct new major public facilities such as State Route 125, water storage facilities, school facilities, as well as all other public facilities. The Facility Master Plans will assist the City in evaluating the locational advantages and disadvantages of future growth on a systematic basis.

The refinement of the location of future development will be made by subsequent studies and individual project testing as part of the revised development review process. This process considers the following principles:

1. Realization of the importance of urban form in the development process, i.e., the building of complete neighborhoods and communities so that new residents become a part of the broader community; and
2. Provision of a full complement of public facilities and services concurrent with the needs of new development.

Both of these principles are fundamental to achieving the locational objectives of a development phasing policy.

Because of these important principles, it is desirable to continually update and monitor the locational phasing of development as new public and private facilities are developed. The spatial pattern of Chula Vista will be dynamic and expanding in future years. The locational principles to help guide this expansion and growth are equal in importance to other planning considerations.

Timing

Another critical component of the overall development phasing policy is the timing of future growth. The exact timing of development cannot be projected because of the influences which are outside of the direct control of both the development community and the City. However, reasonably accurate short-range (12-18 month) and mid-range (5-7 year) forecasts of development can be made, based upon status of development approvals, regional growth forecasts, and other factors.

The importance of timing to the overall development phasing policy is two fold:

1. It provides information to enable the public and private sector to focus their efforts and energies on providing new facilities and services at the time they are needed;
2. It provides the best means of comparing local development phasing with regional growth forecasts and growth management strategies.

One of the major needs revealed by the Transportation Phasing Program update is the lack of certainty in the City's ability to accommodate new growth without a definite plan for the financing and scheduling of SR 125. Although Caltrans is currently preparing an environmental report and route alignment study, it is clear that no state funding will be available to construct SR 125 by the time it is needed to accommodate the buildout of the Chula Vista General Plan. There is a need to direct staff to study the available alternative financing options and construction timing issues for SR 125. This is one example of the importance of timing to an overall development phasing approach.

Fiscal/Economic

This component of the overall development phasing policy requires that the development projects be measured against their ability to conform to the City's overall fiscal and economics policies. At the General Development Plan review, the financial and economic impacts of the project when it is completely developed will

be examined. Additionally, the review process will require that, at the Sectional Planning Area Plan level, each development increment or phase of development be analyzed for fiscal and economic impacts.

The fiscal analysis will evaluate the City's ability to operate, maintain and staff new public facilities. The City's intent is to build new facilities only when increases in revenues allow sufficient funding to operate, maintain and staff these new facilities. The finance policies and economic priorities of the City shall be an integral part of the development approval process.

Projects would be allowed to go forward once they demonstrate an ability to provide revenues necessary to fund new public facilities required to serve the project or guarantee additional funding to the City in the interim. The alternative is to wait to develop until such time as the City has available funds to maintain and operate these new facilities.

The fiscal/economic component of the development phasing policy should provide the City with an evaluation of development phasing based, in part, upon the overall utilization of public facilities. Considering and approving the most cost effective development phasing plan for the provision of public facilities and services within the financial limitations, policies and debt ceiling established by the City is critically important to ensuring that new development pays its own way.

Development Phasing Policies

The factors previously discussed support the adoption of development phasing policies which are responsive to location, timing, and fiscal and economic impacts of growth. Furthermore, previous direction by the City Council in the adopted Growth Management Element is that the development phasing program should be "facilities-driven;" that is, primarily responsive to the goal of providing public facilities and services concurrent with new development, so that threshold standards are met.

Based on these factors, the following policies for development phasing are proposed and shown with underlining:

1. Phasing of transportation facilities shall be the major determinant of overall public facility and development phasing. With respect to various facilities required for new development, the most complex and time-consuming to plan, design, finance, and construct are major street facilities. Furthermore, other major fixed facilities are either located in the street system (e.g., water distribution, sewer collection, drainage, etc.) or require access to a street system (schools, parks, fire stations, etc.).

2. Other public facilities shall be phased in concert with the phasing of new roadways. However, it should be recognized that location and timing constraints on other public facilities may have an impact on the overall phasing of development. For example, the current facility deficiencies in the Otay Water District are affecting the timing of new development, independent of the timing of street improvements in the same area.
3. Based on phasing of development which is consistent with an adopted Transportation Phasing Plan, and is also consistent with all other public facility phasing plans or development allocation plans, the City shall adopt a 5 to 7 year "development phasing forecast." In preparing this forecast, the City considers the status of development approvals, the effect of binding development agreements, and other indicators of the location and timing of future development, including regional growth forecasts and policies. These development forecasts shall be reviewed and updated annually by the Growth Management Oversight Commission, and shall be adopted by the City Council.
4. The adopted "development phasing forecast" shall be used as baseline information in evaluation of new development proposals, to evaluate the cumulative impact on public facilities. As new projects are approved, the development phasing forecast shall be modified to reflect the development phasing of the approved project in relation to other approved projects.
5. The adopted "development phasing forecast" shall be used in the preparation of the City's Capital Improvement Program, and shall be forwarded to outside agencies and districts for facility planning purposes.

4.2 Development Phasing Forecast

Based upon the overall development phasing plan and policies, the City is able to begin to forecast where and when development will take place. This development phasing forecast (5 to 7 years) can be used to effectively and efficiently manage future development.

The management of future growth includes increased coordination of activities of the various City departments as well as with both School and Water Districts which serve the City of Chula Vista. The development phasing forecast will enable the City to prioritize and maximize limited staff resources and focus efforts with special districts.

The first few years of the development phasing forecast will be accurate provided there are no outside influences which effect overall the demand for new development. The development phasing forecast is made by analyzing the development pipeline in

relation to location, timing and fiscal/economic components of the overall development phasing policy. The specific factors which effect the development phasing forecast include the Otay Municipal Water District Allocation Program, State Route 125, the status of development approvals and binding development agreements. These component are reviewed in conjunction with the requirement to provide facilities and services concurrent with the demand created by new development to maintain compliance with the threshold standards.

The development phasing forecast will be updated as facility improvements are made and the capacity for new development becomes available. The later years of the forecast are less accurate due to lower levels of development approval and corresponding agreements to provide public facilities. These later years are subject to change and will become more accurate as development entitlements increase and public facilities are guaranteed.

A preliminary "development phasing forecast" based on this policy is shown on Figure 36. The development phasing forecast projects that approximately 1,350 dwelling units will be issued annually for the next 7 years.

Figure 36
Preliminary Development Phasing Forecast (5 to 7 Years)

<u>Project</u>	<u>Residential¹ Dwelling Units</u>	<u>Industrial Acres</u>	<u>Commercial Acres</u>
Rancho Del Rey I	1,310	76.2	6.6
EastLake I	16	66.0	34.2
Ladera Villas	29		
Terra Nova	86		
Woodcrest S.W.	54		
Canyon View	40		
Olympic Training Center ²			
Rancho Del Rey II	567		
Salt Creek I	538		
EastLake Greens	2,774	19.6	
Sunbow	1,946	46.0	10.0
Village Center (E.L.I.)	405		
Montillo	353		
Rancho Del Rey III ³	1,380		
Totals	<u>9,498</u>	<u>207.8</u>	<u>50.8</u>

¹ The number of dwelling units shown are those remaining to be pulled as of 1-1-90.

² The OTC does not require a Tentative Map. The approval includes 300 beds for athletes.

³ This project may be included depending on the final result of the traffic analysis being conducted as part of the E.I.R. on this project.

5. FINANCE

FINANCE

5.1 Overview

As the Public Facilities Finance Plans are prepared for various new projects, a detailed financing plan and analysis will be required. This section addresses some of the existing approaches being used by the City as well as some of the finance options available to fund new public facilities.

The public facilities necessary to maintain the City's quality of life consist of two categories: those facilities provided by developers as a condition of project approval, and those facilities provided by the City through various public financing options available in California.

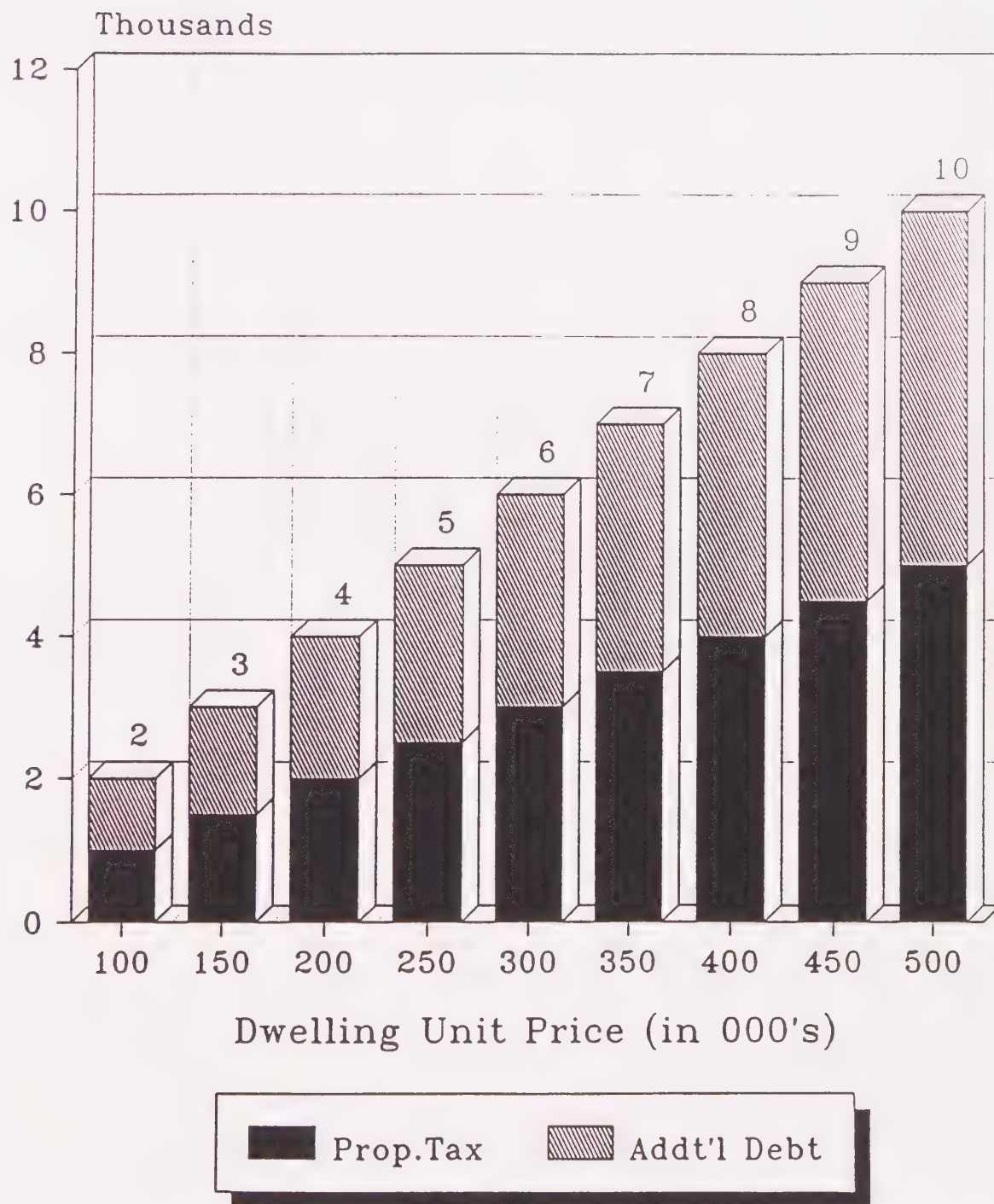
5.2 Existing Finance Approaches

The City uses several different finance mechanisms to pay for the construction of needed public facilities. These approaches include both impact fee programs and debt financing mechanisms.

The impact fee programs include a Transportation Development Impact Fee for major Circulation Element roads east of Interstate 805. This program will collect approximately \$78 million for circulation improvements. The City has also implemented a Public Facilities Development Impact Fee to collect funds for Civic Center Facilities, Police Facility Remodeling, Corporation Yard Relocation, Libraries, Fire Suppression System, Geographical Information System, Mainframe Computer, Telephone System Upgrade and a Records Management System. It is projected this Development Impact Fee will generate over \$40 million for these facilities. In addition, the City collects fees for park acquisition and development, drainage fees for improvements in the Telegraph Canyon Drainage Basin and traffic signal fees. The school districts and water districts also collect specific fees for facilities.

In terms of debt financing the City has used assessment districts to finance a number of street improvements, as well as sewer and drainage facilities. Both school districts have implemented Mello-Roos Community Facilities Districts to finance school facilities in the eastern portion of the City.

Potential Debt Per Dwelling Unit



The City uses a guideline of one percent of the assessment valuation of a residential dwelling unit as a limit of the maximum debt which can be levied. The levy associated with the property tax is also limited to 1 percent. The following bar chart depicts the maximum debt which can be levied based upon the assessed valuation of the residential dwelling unit. For example, a \$100,000 condominium could have a property tax of \$1,000 and an additional debt for an assessment district of \$1,000. The total debt would be \$2,000. A \$350,000 residential unit would have a total potential debt of \$7,000.

5.3 Financing Options

The following describes some of the financing options available to fund capital improvements.

1. Cash/Pay-As-You-Go Financing

In this method, the City charges the development community a series of fees which provide the source of income to pay for capital improvement projects. Once enough cash has been collected, the City constructs the next capital project in order of its priorities. This method requires the City to delay the construction of certain municipal projects until sufficient funds have been collected.

Additionally, various special districts within the City collect fees which are used for capital improvements defined within their capital improvement programs.

2. Reimbursement Agreements

The City may, under certain circumstances, be asked by a developer to reschedule a project to an earlier date and to construct the facility before funds have been collected under the pay-as-you-go or fee system. When this occurs, the City adopts a policy of having the interested developer construct the project based on a reimbursement agreement. The City pays the developer back for the portion of the project which was to be funded by City resources. Payments could commence at the originally scheduled time of construction for this facility. Since the rescheduling of capital improvements benefits of the developer, the City's repayment is limited to the cost of the public portion of the project and no interest accrues to the developer. The use of this method of project financing should not eliminate the developer's obligations to pay City fees associated with their specific development project.

3. Credit for City Fees

When the City determines that the public interest is served by a developer constructing certain public facilities earlier than possible under a pay-as-you-go program, the City can consider giving the developer credit for fees which would otherwise be paid during building permit issuance. These credits would reduce the amount of fees payable in future years from a certain development.

The use of fee credits should be carefully examined to avoid reducing the amount of available funds necessary to build other capital improvement programs. Options exist when considering fee credits in the following areas.

Full fee credit - immediately: Under this alternative, the developer who builds a public improvement is eligible to deduct 100% of the cost of this improvement from the required City fees. Once the fee credit is exhausted, the developer begins paying fees as normally assessed by the City. Under this option, the developer gets immediate credit for the total cost of the project.

Full fee credit - credit over time: Under this alternative, the developer who builds a public improvement receives credit for the cost of the public improvement. However, the use of the credit is spread over a number of years or payments. This would allow the City to continue receiving some fees, while at the same time crediting the developer for partial fee payments.

4. Debt Financing

There are a number of debt financing mechanisms or alternatives available to the City. Prior to utilizing debt financing to fund a public project, a number of policy issues must be considered.

Some of the debt financing options available are:

Assessment districts.

Assessment districts generally fall into the Municipal Improvement Act of 1913, Division 12 of the Streets and Highways Code of the State of California, and the Improvement Act of 1915, is Division 10 of the Streets and Highways Code. The City may use assessment districts to assist the developer in the construction of various public improvements which may be financed through either the use of a 1913 or 1915 assessment district. There must be a significant public benefit from this improvement to use these districts.

Special benefit districts.

State law allows for the formation of a variety of special benefit districts. These districts may be used to fund the construction of parks, libraries, police or fire facilities, street lighting systems, to name just a few. These districts are formed by a vote of the property owners who are assessed for the cost of improvements.

The developer and/or land owner bears the burden of debt service payments. City participation in a district of this type must be in proportion to the construction for which the City is responsible.

Mello-Roos Community Facilities Act of 1982:

The Mello-Roos Community Facilities District Act provides governmental entities with the ability to finance infrastructure through the creation of a special tax as allowed by Section 4 of Article XIIIa of the State Constitution. This special tax may be created with the approval of two-thirds of the property owners (based on the amount of property owned) or registered voters (based on one vote per person, if more than twelve registered voters reside within the district). A Mello-Roos district may finance a wide variety of facilities, including schools, libraries, parks, streets and civic buildings. The act generally provides that a governmental entity, a city, a school, or a joint powers authority, may use a Mello-Roos district to finance any facility which the legislative body for that government is empowered to construct.

New revenue bonds.

The City may elect to issue revenue bonds to finance improvements related to utility functions or other City services which generate a fee for service. If the public improvements are being installed ahead of the expected schedule, to accommodate the developer, the developer must offset many of the costs of issuing the revenue bonds.

Tax increment bonds.

Public improvements in the City's redevelopment area can be financed through the use of tax increment bonds. The redevelopment agency may construct facilities using this method of financing. A developer asking for public improvements to be constructed ahead of schedule must consider the agency's ability and willingness to defer other projects within its approved programs.

Certificates of participation.

Certain public facilities such as buildings can be financed through certificates of participation. This is in effect a lease agreement between the City and another agency. A developer wishing to move projects forward might consider constructing facilities such as a library, park, or fire station using this finance tool.

General obligation bonds.

The City can issue general obligation bonds to fund the construction of public improvements. As required by State law, this can only be accomplished with the approval of two-thirds of the voters in an election. General obligation bonds can probably best be used in the older portions of the City. They provide facility improvements in areas where there is no new development to provide facilities.

6. IMPLEMENTATION

IMPLEMENTATION

6.1 Introduction

This section summarizes the key components to implement the Growth Management Program. The key components focus on threshold standards, facility master plans, project processing requirements, development phasing policies and the development forecast.

The Growth Management Program takes all of the City's tools and organizes them into a comprehensive system. Improvements will be made to the system as development standards are refined, facility master plans updated and other policies are adopted.

6.2 Implementation Components

The Growth Management Program is implemented through a number of key components as shown below:

6.3 Threshold Standards

The Growth Management Program utilizes the specific threshold standards, which were previously adopted by the City Council, to analyze the adequacy of each facility. As part of this Program, it is recommended that the City Council re-adopt these threshold standards including the project processing requirements when the Program is adopted.

The Growth Management Oversight Commission (GMOC) receives information annually during the review process to determine whether compliance is being maintained with each standard. Figure 38 provides a summary of the specific action to be taken in regard to each facility by the GMOC.

Figure 38 Growth Management Oversight Commission Compliance/Mitigation Review Threshold Standards

Growth Management Oversight Committee Compliance/Mitigation Review Threshold Standards					
	Threshold Review/Compliance		Mitigation Alternatives		
Facility	Project Level Conformance Review by Staff	Annual Citywide Conformance Review by GMOC	Public Hearing Considering Moratorium to Achieve Conformance	Adopt & Fund Tactics to Achieve Conformance	"Statement of Concern" to Responsible Agency to Achieve Conformance
Traffic	X	X	X		X
Police	X	X	X		
Fire & Emergency Medical Services	X	X	X		
Schools	X	X			X
Libraries		X		X	
Parks & Recreation	X	X	*	X	
Water	X	X			X
Sewer					
♦ Wastewater		X	X		X
♦ Trunk Line	X	X	X		X
Drainage	X	X		X	
Air Quality		X			X
Economics		X			X

*If construction does not commence within three years of initial finding of nonconformance.

The Growth Management Program establishes the system by which all future development projects will be reviewed and analyzed to ensure conformance with the City's Growth Management Program. The Growth Management components are shown below:

6.4 Facility Master Plans

A set of facility master plans, which are adopted by the City Council and Special Districts, is the means by which a public facility or service is planned for future adequacy. These plans contain assumptions regarding existing and projected land uses and development projections. Specific facilities are identified which will serve the buildout of this future development, along with phasing and cost estimates.

This report deals with thirteen facilities which require facility master plans. Two facilities, the school and water districts, have two districts each and therefore need two facility master plans. Of the fifteen potential facility master plans, there are currently nine facility master plans available for public review.

Future development proposals will utilize these plans to determine the adequacy of specific facilities and to demonstrate compliance with the adopted threshold standards. A development proposal must be consistent with these various facility master plans.

6.5 Project Processing Requirements

The Growth Management Program proposes to create specific project processing requirements for each facility at the various stages of the development review process. These requirements are needed to review individual development projects to ensure compliance with the Growth Management Program at each level of entitlement and to monitor the cumulative impacts of individual projects on facilities.

In addition to these project processing requirements, a number of new processing requirements are recommended to be added to the development review process. The most significant changes will be made at the Sectional Planning Area Plan/Public Facilities Finance Plan stage. These new requirements will include the following:

1. A complete description of the proposed project and its impacts on the community.

2. Maps, graphs, tables, narrative text, and based upon the general plan and zoning applicable within the local area at the time of plan approval.
3. The Public Facilities Financing Plan which is consistent with the Growth Management Program and implements the Growth Management Program within the area.
4. A phasing schedule showing how and when the following facilities and improvements necessary to accommodate development within the area will be installed or financed in order to meet the threshold standards.

Traffic
Police
Fire/EMS
Schools
Libraries
Parks and Recreation
Water
Sewer
Drainage
Air Quality
Economics

A discussion shall be included in the phasing schedule which addresses the impacts related to Civic Facilities and the Corporation Yard. Each facility analysis shall include the following:

- a. An inventory of present and future requirements for each facility and improvement based upon the threshold standard established for each facility. The inventory should include life cycle cost (LCC) projection for each facility above as they pertain to City fiscal responsibility. The LCC projection shall be for estimated life cycle for each element analyzed. The model used shall be able to identify and estimate initial and recurring life cycle costs for the above elements. Because improvement requirements for certain facilities and improvements may overlap property boundaries a discussion of the need for coordination and a proposed coordination plan for facilities extending from one property to another shall be included. Cost estimates shall be included. It must be shown that development in the area will not reduce the facility or

improvement capabilities, or create facility or improvement shortages in other areas or reduce service capability below the threshold standard which is established pursuant to the threshold standard.

- b. A phasing schedule establishing the timing for installation or provisions of facilities or improvements in relationship to the amount of development activity (e.g. number of dwelling units, number of square feet of commercial space, etc.). The phasing schedule shall ensure that development of one area will not utilize more than the area's prorata share of facility or improvement capacity within the projected service area of the proposed facility unless sufficient capacity is ensured for other areas at the time of the first development. The phasing schedule shall include a schedule of development within the area and a cash flow analysis for financing of facilities and improvements for the project. The phasing schedule shall identify periods when the demand for facilities and improvements may exceed the capacity and provide a plan for eliminating the shortfall. If a project cannot demonstrate consistency with the phasing schedule, the PFFP must demonstrate to the City's satisfaction new facilities required for the project in advance of the phasing schedule as set forth in the Master Plan will be provided. If no Facility Master Plan or Threshold Standard exists for a particular facility, the PFFP for the project must demonstrate how that facility will be provided and financed in a phased and timely manner.
- c. A financing plan establishing the specific method of funding each facility and improvement identified in the plan which allocates the cost to the various properties within the area. The plan shall identify those facilities and improvements which would otherwise be provided as a requirement of processing a development project (i.e. requirements imposed as a condition of a development permit) or provided by the developer in order to establish consistency with the general plan, Growth Management Plan, and Facility Master Plan. The plan shall identify those facilities and improvements for which new funding methods are required to ensure sufficient funds are available to construct or provide facilities or improvements when required by the phasing schedule and the threshold standards. Where facilities or improvements are required, other than the project, the phasing plan shall

identify those properties and the plan for each property shall be coordinated. Coordination, however, shall not require identical funding methods.

- d. A list or schedule of facilities requirements correlated to individual development projects within the area.
5. The Public Facilities Finance Plan shall identify the cost of facilities and improvements identified in the Growth Management Program which are attributable to development of property.

In addition, the Sectional Planning Area Plan/Public Facilities Finance Plan must demonstrate compliance with the following documents:

- ▶ Chula Vista General Plan, July 11, 1989
- ▶ Growth Management Element of the Chula Vista General Plan, April 17, 1990
- ▶ Growth Management Program
- ▶ Growth Management Oversight Commission's Threshold Standards, November 17, 1987
- ▶ East Chula Vista Transportation Phasing Plan (approval date pending)
- ▶ Master Plans which are specific to facilities and services

Each facility or service evaluated in the Growth Management Program utilized the current master plan to assess the need for future facilities or services during each phase of development, as well as for the buildout. These plans as well as updated documents following the adoption of the Growth Management Program will serve as the technical data base for specific project review and compliance.

It is anticipated that facility master plans will be created where none currently exist and that any or all of the listed facility master plans will be revised at some point. When a revision is made, all development applications at the General Development Plan and Sectional Planning Area Plan/Public Facilities Finance Plan stages of approval, shall be required to comply with the newly adopted master plan.

6.6 Development Phasing Policies/Forecast

Based on phasing of development which is consistent with an adopted Transportation Phasing Plan, and with all other public facility phasing plans or development allocation plans, the City shall annually adopt a 5 to 7 year "development phasing forecast." This forecast will consider the status of development approvals, the effect of binding development agreements, and other indicators of the location and timing of future development, including regional growth forecasts and policies.

These development forecasts shall be reviewed and updated annually by the Growth Management Oversight Commission, and shall be adopted by the City Council.

As new projects are reviewed and approved, the development forecast shall be modified to reflect the development phasing of approved projects in relation to other approved projects. This forecast will also be used in the preparation of the City's Capital Improvement Program and will be provided to outside agencies and special districts for facility planning purposes.

Each of these components is integrated into the City's development review process and Growth Management Program requirements. This integration is designed to guarantee that new development projects are not approved until they demonstrate compliance with the City's Growth Management Program at each stage in the approval process.

6.7 Growth Management Oversight Commission

The role of the Growth Management Oversight Commission (GMOC) will be modified as a result of the specific requirements of the Growth Management Program. The GMOC will receive additional information for their review including the updated development forecast.

The expanded duties and responsibilities of the GMOC will include annual monitoring of the implementation of the Growth Management Element and the Growth Management Program. The latter expands the eleven adopted Threshold Standards by adding Civic Center facilities and the Corporation Yard. It also summarizes the master facility plans which exist and establishes a development planning and phasing process to maximize the effective use of public facilities required by future growth.

As part of the GMOC review, citizen review and input will be encouraged during this annual review process. Once the GMOC has completed their annual report, it will be presented at public hearings before the Planning Commission and City Council.

In addition to its current charge of monitoring compliance with the threshold standards, the GMOC will now be looking at facility master plans, development activity, financing plans for constructing new facilities, development phasing, as well as other Growth Management issues. The focus will remain the same, but the material to be reviewed will expand considerably. The GMOC, while looking ahead at the City's future, will be able to address emerging issues and consider mitigation before these issues become serious problems.

6.8 Pacing of Development

The proposed Growth Management Program does contain a forecasting component to allow the community to evaluate future growth. The forecast will be a five to seven year look into the future and service agencies and City staff will be able to know where, when, and how much growth has been authorized.

In addition to the annual five to seven year forecast, the water allocation policy of the Otay Municipal Water District will limit the growth in the eastern portion of Chula Vista to 700 to 1,000 dwelling units per year through 1994. By 1994-95, it is expected that new pipelines will be completed and new terminal water storage facilities will be available. The OMWD water allocation policy will serve as a cap on the number of permits that can be obtained east of Interstate 805 in Chula Vista, thereby limiting the pace of growth for the next four years.

After the OMWD water allocation policy is lifted, it will be necessary to closely monitor actual growth to determine if the pace increases and whether there is a need at that time to institute some additional mechanisms.

On a semi-annual basis, indicators of future permit issuance will be monitored to determine whether short term (6-12 months) building permit issuance is likely to exceed longer term averages by a significant amount. Early indications such as increases in building and engineering plan checks will be brought to the Council's attention with consideration given the need for some limitation in the rate.

6.9 Prioritizing Projects

The proposed Growth Management Program monitors growth on the basis of a five to seven year development forecast, and is intended to provide for a long-term stable growth rate that can be accommodated while still meeting City-adopted threshold standards. Approval of new projects will be required to demonstrate compliance with these standards as well, so that there should not be a significant gap between "available permits" and approved development over time. However, there may be circumstances where, due to short term constraints, there will be limits on the number of available permits for limited periods.

The City may establish the priority of certain projects ahead of time through development agreements. Such development agreements will be used to designate a certain project or portion of project as having a priority for issuance of building permits whenever an overall annual limit is established. Criteria for approval of such agreements includes provision of extraordinary public benefits and/or public facility financing arrangements that require a guarantee of permit availability in order to be viable. By approving development agreements in this manner, the

priority of issuance of building permits is given to projects which have demonstrated specific benefits to the community. These priorities will be known in advance, so that long term development and facility planning can occur.

The use of development agreements provides greater long term benefits to the community. Among the issues which would need to be addressed to implement a priority system include:

1. Project characteristics which would qualify a project for consideration of a development agreement:
 - a. extraordinary project amenities
 - b. participation in financing of major public facilities requiring a guarantee of a certain level of buildout
 - c. provision of needed housing types
2. Number of permits (per year, per project, etc.) which could be guaranteed or prioritized through a development agreement;
3. Procedures to be used in evaluating proposals for development agreements

Following the adoption of the Growth Management Program, it is recommended that establishment of an ad hoc committee, including representatives of the Planning Commission, GMOC, and the development community, to evaluate these issues and come back with recommendations to establish a Development Priority System.

6.10 Information System

A. Monitoring of Development

In order to monitor and oversee development the Growth Management Program includes a computerized tracking system. New development proposals and projects will be tracked including their density, location, and impacts on facilities. This computerized tracking system will be integrated in the City's existing hardware system using various information components now available in the planning process. As such, the system will be used to analyze project impacts, gather data for reporting to the various affected City departments and as a feedback mechanism to the GMOC.

- B. A component of the computerized tracking system will also track and report on facility construction as it relates to projects within the Growth Management Program. The facility monitoring program will show the cost of the facility as well as the funding sources including development impact fees,

assessment districts, redevelopment agency funds, etc. The facility construction will also be tied into the transportation monitoring programs so that the two are linked.

6.11 Financial Management

In order to implement this program it is necessary to incorporate the City's overall financing programs and policies. The City uses the Capital Improvement Program Budget to prioritize the spending of funds collected through the various development impact fee programs as well as other specific revenue sources for public facility improvements. As a result of the Growth Management Program there is a need to directly link the capital budgeting process with the goals and objectives of this program. This process should be undertaken with the preparation and adoption of the next Capital Improvement Program Budget.

The following finance policies are included in this program to maintain a financial management system that will be implemented consistently when considering future development applications. These policies will enable the City to manage effectively its fiscal resources in relation to the demands placed on the City from future growth. These policies are intended to further the goals and objectives of the Growth Management Program and facilitate orderly growth in the City.

Finance Policies

1. Prior to receiving final approval, developers shall demonstrate and guarantee that compliance is maintained with the City's adopted threshold standards.
2. The Capital Improvement Program Budget will be consistent with the goals and objectives of the Growth Management Program. The Capital Improvement Program Budget establishes the timing for funding of all fee related public improvements.
3. The priority and timing of public facility improvements identified in the various City fee programs shall be made at the sole discretion of the City Council.
4. Priority for funding from the City's various fee programs shall be given to those projects which facilitate the logical extension or provision of public facilities as defined in the Growth Management Program.
5. Fee credits, reimbursement agreements, developer agreements or public financing mechanisms shall be considered only when it is in the public interest to use them or these financing methods are needed to rectify an

existing facility threshold deficiency. Such action shall not induce growth by prematurely extending or upgrading public facilities.

6. All fee credit arrangements or reimbursement agreements will be made based upon the City's plans for the timing and funding of public facilities contained in the Capital Improvement Program Budget.
7. Public facility improvements made ahead of the City's plans to construct the facilities will result in the need for additional operating and maintenance funds. Therefore all such costs associated with the facility construction shall become the responsibility of the developer until such time as the City had previously planned the facility improvement to be made.

6.12 Facility Planning

Facility Planning is undertaken by the preparation of comprehensive Master Plans for the various public facilities provided by the City and Special Districts. These Master Plans project the amount and location of future public facilities. These plans are used during the preparation of specific development plans and by the City to ensure that facilities are provided concurrent with the demands of new development.

6.13 Organization

Coordinating and operating the Growth Management Program creates the need for a program manager and several departmental staff liaisons. The suggested organizational approach will involve additional duties and responsibilities for several units of City government, although no new permanent staffing is envisioned.

The overall coordination of the Growth Management Program will originate in the City Manager's office because the Program entails integrating financing budget, planning, engineering and other service department efforts. A Deputy City Manager can provide the Program the direction required as well as oversee the coordination activities among the City departments and special districts. The Deputy City Manager can advise the City Manager on program needs and issues and communicate with the City Council on an as-needed basis.

Individual Master Facility Plans will be carried out by the respective City departments as part of their annual work program. In some cases, individual departments will need to prepare and/or update their Facility Master Plans. In such cases, these departments will coordinate their land use data and facility phasing schedule assumptions with Planning and Engineering.

The individual departments will designate a staff member as the Growth Management liaison for their department. This staff person should be knowledgeable about the City's Growth Management Plan and, in particular, knowledgeable about the department's master plan. Regular contacts will occur throughout the year between the participants regarding questions and information exchange on such topics as development status, facility status, budgeting, master plan interpretation and financing plans.

The largest work load will be in the Planning and Public Works Department. These departments bear the responsibility of maintaining the Growth Management Program and computerized monitoring system, and preparing updates of the General Plan and Master Facility Plans such as streets, drainage, and sewer. The information monitoring function required to keep the City staff current on the development pipeline will be carried out by Planning. Facility development status will be maintained by the engineering departments who will be similarly given specific roles to play in the operation of the Growth Management Program.

The overall organization would look like the following chart:

Figure 39 Growth Management Organizational Chart

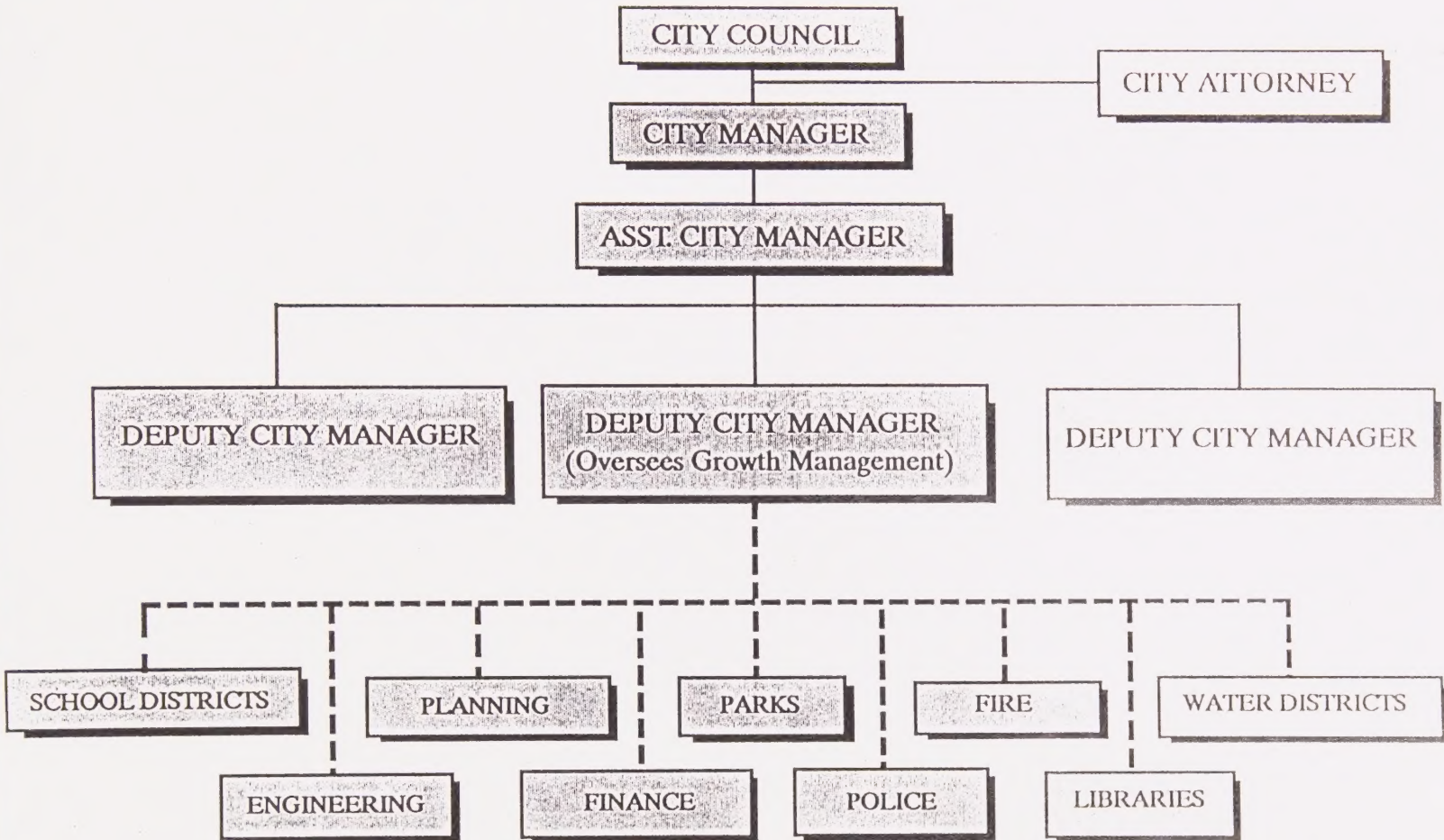


Figure 39

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